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PERSONNEL JOURNAL

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Improving Supervision by Reducing Anxiety Richard Wallen
Problems Under FEPC William R. Thomas
Reducing Typing Costs With Aptitude Tests Arline Blakemore
Unions Study Management Ray Boyfield



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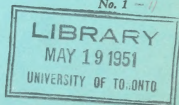
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Volume 30

May, 1951 - 1952
APRIL

No. 1 - 4

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The Personnel Journal is published eleven times a year; monthly, except in July and August when one issue appears. Each volume begins with May. United States and possessions, Canada and Central and South America:

one year, 11 issues, \$5.00
2 years, \$9.00 3 years, \$13.00
Foreign, one year, 11 issues, \$6.00
2 years, \$11.00 3 years, \$16.00
Single copies, \$.75

Additional subscriptions may be had at reduced rates. If all subscriptions are for the same organization, begin with the same issue and are on a single invoice, the following discounts apply:

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SUBSCRIPTIONS, NEW OR RENEWAL, SHOULD BE SENT TO
PERSONNEL JOURNAL, SWARTHMORE, PENNA.

PERSONNEL JOURNAL. Published eleven times a year, monthly except during July and August when published bi-monthly. Publication office, Mt. ROYAL AND GUILFORD AVES., BALTIMORE 2, MARYLAND. Editorial and General Office, Swarthmore Penna. Annual subscription price \$5.00 in the United States, \$6.00 Foreign; single copies, 75¢. Order from The Personnel Journal, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of Congress March 3, 1879. Copyright 1951, by The Personnel Journal, Inc.

Subscribers are requested to send notices of change of address to Personnel Journal, Swarthmore, Penna., three weeks before they are to take effect. Failure to send such notices will result in incorrect forwarding of the next copy and delay in its receipt.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 1

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Conference Calendar

MAY

- 17-18 New York City. Waldorf-Astoria
National Industrial Conference Board. General Session
S. Avery Raube, 247 Park Ave., New York 17, N. Y.
- 18-19 Cincinnati, Ohio. Hotel Gibson
Industrial Relations Research Association. Spring Conference. R. W. Fleming,
Secretary-Treasurer, Park & University, Temp. 3, Room 5, Wisc.

JUNE

- 7-8 Philadelphia
American Society for Personnel Administration. Third Annual Convention
W. J. MacReynolds, Philadelphia Transportation Co., 1405 Locust St.,
Phila. 2, Pa.
- 7-8 New York. Waldorf-Astoria
American Management Association. General Management Conference
James O. Rice, Secretary, 330 W. 42nd St., New York 18, N. Y.
- 17-29 Pasadena, Calif.
California Institute of Technology. Fourth Annual Conferences on Manage-
ment and Personnel Training. Robert D. Gray, Director, Industrial Re-
lations Section California Institute of Technology, Pasadena 4, Calif.
- 26-29 Cambridge, England. St. Catherine's College
The British Institute of Personnel Management. Personnel Conference
Management House, 8 Hill Street, London.

JULY

- 1-4 Oxford, England. Keble College
5-9 *People At Work*. Three Conferences. Miss M. D. Reed, Secretary
10-14 Robert Hyde House, 48 Bryanston Square, London, W.1, England
- 5-11 Brussels, Belgium
The International Committee for Scientific Management. Ninth International Man-
agement Congress. The National Management Council of The United States
of America, Inc., 501 Fifth Avenue, New York 17, N. Y.
- 11-13 Ann Arbor, Michigan
The University of Michigan. Fourth Annual Conference on Aging. Dr. Wilma
Donahue, Institute for Human Adjustment, Room 1510, Rackham Build-
ing, Ann Arbor, Mich.

Editor to Reader:-

HOW TO WRITE BETTER is the title of one of the *Life Adjustment Booklets* issued by Science Research Associates Inc. 28 S. Wabash Avenue, Chicago. In it Rudolf Flesch gives many practical hints on good writing. He pleads for clear and understandable writing, keeping in mind the level of reading ability of the audience. This booklet is 48 pages and paper cover and sells for 40 cents; less in quantity. The author, Dr. Flesch, is well known for his books, "The Art of Plain Talk", "The Art of Readable Writing" and others. As an Editor I read many thousands of words a month. It would be a great help to me if writers for our PERSONNEL JOURNAL audience would read what Dr. Flesch has to say. One of the words that industrial authors have copied from college writers is "techniques". They nearly always misuse it, confusing it with method or procedure. The Oxford English Dictionary—my favorite—says of technique, "Manner of artistic execution or performance in relation to formal or practical details." A paper now on my desk—for return to the author!—misuses the word five or six times. He says, "While discussing the conference technique . . .", meaning "While discussing the conference method. . .". He also uses approach many times, usually in place of method. Other favorites with careless authors whom we must read are, "basic", "at the—level," "etc.", "patterns", and many others.

But more disturbing to the reader than the excessive and improper use of pet words is obscure writing. For example: "Academically, the proper approach to training programs starts with top management." Why not do it this way; "Logically, training should start with top management." It will save 36% of the words and 41% of the vowels and is clearer.

And while writing about Dr. Flesch I

was amused to read an editorial comment in "The New Yorker" disapproving of him. The first page of a recent issue was devoted entirely to poking fun at Dr. Flesch and the Reading-Ease Calculator. The Calculator is a device developed by General Motors Corporation to help their employee magazine editors make their stuff more understandable and more interesting to their particular readers. And, by the way, it comes with the *How to Write Better* booklet which I told you about when I began this column. Now funny paper editors must be allowed to have their fun. But, you know about people in glass houses. It took me about ten minutes to find this turgid piece of writing on the front page of The New Yorker of January 13th, which lay on my magazine pile.

"We were deposited on the second floor by an elevator man who was wearing an arm-band lettered "CD," and there discovered that part of the suite of offices used by the Mayor's Reception Committee, of which Mr. Whalen is chairman, was being converted into Civil Defense R. and P. I. headquarters."

Which was preceded and followed by equally uninteresting and hard-to-understand stuff. Don't think I disagree with most of what The New Yorker said. Good writing need not always be simple and easy for anyone to read. A well-educated person likes to read things that are precisely and indeed intricately expressed. Do you remember the delightfully elaborate prose of Charles Lamb, for example?

In spite of his imperfections, I am still in favor of Dr. Flesch and The Art of Plain Talk.

PERSONNEL JOURNAL has entered into an agreement with *University Microfilms*,

Ann Arbor, Michigan to make available to libraries issues of *Personnel Journal* in microfilm form. These microfilms are available only at the end of each volume year, which is April for *Personnel Journal*. Sales of the microfilm are restricted to those subscribing to the regular paper edition of the magazine. Under the plan a library keeps the printed editions unbound and circulates them in that form for two or three years. This is the period of greatest use of the magazine. After two years circulation the paper copies begin to wear out and are not called for frequently. They are then disposed of and the microfilm is substituted.

It costs a library about as much to buy the microfilm as it would to bind the paper copy of the magazine. Of course, the space required for the microfilm is very much less than that for the magazine itself. Thus libraries can greatly reduce the amount of space required for publications.

The microfilm is a positive record and is furnished on a metal reel suitably labeled. Inquires for purchase should be directed to University Microfilms, 313 N. 1st Street, Ann Arbor, Mich.

THE FIELD REVIEW METHOD OF EMPLOYEE EVALUATION AND INTERNAL PLACEMENT by Guy Wadsworth, Jr. was a very popular series which ran in six issues of *Personnel Journal* during 1948. One thousand reprints were printed and requests for reprints continue to come in. The supply is now exhausted. *PERSONNEL JOURNAL* will be glad to repurchase any of these reprints for the original price of 35¢ each.

A GERMAN PERSONNEL MANAGER is interested in receiving from American companies copies of their employee magazines, and pamphlets intended for their new employees. He is Dr. Rolf Jebesen, Personnel Manager, 21a Windelsbleiche uher Bielefeld, British Zone of Germany. Dr. Jebesen reminds us that we published a request for personnel information from American Com-

panies in the February 1950 issue of *Personnel Journal* on page 342.

AT A RECENT DINNER MEETING of the Economic Relations Committee, *American Friends Service*, E. Wight Bakke, Director of the Yale Labor Relations Center, spoke on research in human relationships. He said the salvation of private enterprise and free unions in America depends upon our ability to handle the desire of American people to participate in shaping the social order, not only in the community, but in companies and unions. A few copies of his speech are still available at the American Friends Service, 20 South 12th Street, Philadelphia 7.

THE BRITISH INSTITUTE OF MANAGEMENT at 8 Hill Street, London W-1, has written us asking for information about automatic machines for dispensing food in industrial plants. We described a situation in which such equipment was doing a good job—in our February issue. Not being experts on food dispensing equipment we referred the writer, Miss Jerry O. Beard, to Slater System, Inc., Philadelphia 46, Pa. E. H. McLaughlin, Supervisor of Vending, gave Miss Beard the information she wanted, and so can anyone else who cares to.

How do you handle questions from your subordinates? In particular, how do you answer the inevitable question about a raise? Here is an actual case described by William D. Turner. Notice that he makes the employee face the hard facts of the situation. But he shows him what can be done—but only by his own efforts.

"Our head teller, Albert Briggs, had previously asked me, his supervisor, whether he could talk with me some time about a salary increase. At that time I told him I appreciated his giving me the advance warning, since I wanted to have a good chance to consider his situation.

"When he and I then had the proposed conference, I first reminded him that he was

at the top of his salary bracket and could get no further increase while he was on his present job. This was hard to have to say, but I had to say it.

"Yes, Albert said, he knew that unless he could get out of his present job he was stuck as far as salary was concerned. But wasn't there some chance of promotion as there had been for other individuals he had known?

"I said that as things stood now and as they would probably stand for some time, promotion through the regular channels was blocked for him. But that wasn't the whole story by any means. I told Albert that since he first spoke to me I had been looking over our Foreign Department which during the war was doing very little. At present only a couple of people were busy in it, and neither appeared to have the interest that would be required to develop it when the time should come to do so. I pointed out that at the close of the war the bank would want to put someone in there to build up what might be a very active and important department. But such a person would have to be ready for it when the time came. Would he (Albert) be interested in bettering himself so that he would at least have a chance to be considered? Neither I nor anyone could make any promises at all. I myself had considered whether I was being fair to him to point out something that might not materialize. But there was a chance. Was he interested?

"He was. To shorten a long story, Albert enrolled in a series of night courses at a neighboring university, which were specific enough in nature to be of help on the job in question, but general enough to improve his chances of successful candidacy for other possible, higher positions in the bank as well. Recently, after two semesters of such courses, Albert dropped into my office and finally brought out something of what his "school work" was meaning to him. He confessed frank amazement about banking as he was discovering it through his courses, and said that in all his years as

teller he had not gotten the perspective on his job that he was now getting through these courses. He was still interested, naturally, in improving his condition. However, he got such satisfaction in beginning the improvement where I had suggested he begin, that as far as he was concerned he was willing to wait for such salary increase as would be a natural reward for what he was now becoming able to offer."

This case was used for discussion in a training course on handling employee problems and proved interesting to the group.

YEARS AGO I LIVED for a time in a city of the wheat country of Western Canada. I worked at various jobs on a grain elevator construction job. Most young men figure on going up the ladder of success: I went down! I began on an engineering job on millwright work. Then the construction work slowed up and I became in succession a pipefitters helper, ironworkers helper and carpenters helper. Then nothing. Speaking of communications, as I have on frequent occasion; in those days it meant listening to the boss and coming up fast with the necessary action. Nowadays, communications in Western Canada seems to be about as tough a problem as it is anywhere else. Some remarks of mine in the March issue have provoked a snappy rejoinder from the wheat country; and a question. J. A. Collier of Regina, Saskatchewan, says:

1205 Garnet Street,
Regina, Saskatchewan,
Canada.
March 22nd, 1951.

Dear Mr. Hay:

As an employee largely engaged in personnel work, I could not help being puzzled somewhat by your lead article on page 363 of the March 1951 issue, entitled Editor to Reader. In that lead article you talk about communication with employees and mention some of the types of material that are being passed on to employees. You mention

(Continued on page 3)

"Why Worry about a rumor when you can get a dollar and know the truth?" One of the great problems of the day is getting information to employees. The author describes an unusual plan for doing this which has worked well for three years.

For Your Information

By JAMES F. STILES, JR., Vice President and Treasurer, Abbott Laboratories, North Chicago.

UNDER this title every month in *Pharmagraph*, the employees' magazine of Abbott Laboratories, there appears a page of questions from the employees. Each question is followed by an answer. For every question submitted the employee receives a dollar. Many questions not of sufficient general interest to appear in *Pharmagraph* are answered personally.

The idea of this was original and occurred to me one night when I was asked to address about five hundred of our employees on any subject I might select which would be of mutual interest. I said that I would much prefer talking on subjects that the employees were interested in and, therefore, I would bring with me some silver dollars. I requested the chairman of the meeting to see that cards were placed at each person's plate and at the opening of the meeting he was to state that instead of making an address this evening, Mr. Stiles was going to talk for not more than five minutes and would proceed to answer questions that were written on the cards and would pay everyone who submitted a question one silver dollar.

Actually we received 84 questions that evening but time permitted only 21 to be answered. As a good many of the other questions seemed to be of general interest, I arranged for our *Pharmagraph* editor to provide space in the next few issues for these questions and answers.

In a survey after three or four months, of the personal interest of the various features of the *Pharmagraph*, this column was at the top of the list of mutual interest features. So we have continued it and we have adopted the motto recently which reads as follows, "Why worry about a rumor when you can get a dollar and know the truth?"

You may be interested in some of the questions and answers which have appeared in the magazine. Here are four examples from recent issues.

Q Why doesn't Abbott employ its own window washers rather than engage an out-of-town concern who seemingly comes only twice a year?

A. I have wondered about this myself but every time I check it, it seems we are doing it the best way. Being a window washer is almost a profession and it is a risky business. For that reason we have found it more advisable to contract for the work.

Q. According to our system of using the IBM time clock, we are automatically deducted for the time which we take off for doctor visits. Should not time for doctor, dentist, optical and medical visits be compensated?

A. Persons who receive time and one-half for overtime are not paid for time absent but persons who do not receive any overtime pay are allowed to take time off at the company's expense for emergencies such as you referred to.

Q. Why can't we manufacture more of our ampoules in smaller sizes, or in a multiple dose vial? For instance, the injection amount of Varisol is as low as 2 cc., yet we manufacture this product in only a 10 cc. sealed ampoule.

A. The dose of Varisol is from 2 to 20 cc. The average dose is 10 cc. The U.S.P. XIV requires that injections for intravenous use be in single dose containers.

Q. Why doesn't Abbott distribute copies of the Sucaryl recipe book to all employees? Why aren't Sucaryl tablets placed in the cafeterias and beside the coffee machines?

A. Sucaryl recipe booklets are available to all employees at the Information Desk. We tried putting Sucaryl Tablets in the Cafeteria but unfortunately it delayed the line. Perhaps we can try it again.

Blanks for sending in questions are available at various points throughout the plant and office buildings along with forms for submitting suggestions under the long-standing Suggestion Award plan.

I have since adopted the policy, whenever I visit a branch or have the opportunity to appear before our employees informally, to make some simple statement regarding the company's policy affecting pensions or insurance or wages. I then offer to answer any question which anyone may ask and immediately hand him a dollar bill.

The questions which we have received sometimes are very frank and personal and also indicate that the employees appreciate the opportunity that this relationship gives to them for a better understanding of the company's policies and plans. Every time I present a dollar I always ask the person, "Have I satisfactorily and completely answered your question?"

I have been told that companies would not dare to adopt a program of this type because certain employees would abuse the privilege with a lot of relatively worthless questions, simply to collect the dollar. In the three years we have been doing this I can say that the plan has not been abused. I think perhaps one reason is because the questions are personally edited by myself and I doubt if anyone would want to ask foolish or unjustifiable questions simply to make a racket of the plan. I can say

frankly that if anyone did, I would call them in and have a talk with them about the matter.

At any rate, it does make folks feel that they can not only say good morning and good evening to the management but that they can stop and ask them a question and also that the management wants them to do so because it pays them for doing just that.

(Continued from page 1)

that a large, well known firm is currently distributing a great deal of printed matter direct to employees, such matter covering subjects like popular music, control of education, socialism in England, and foreign affairs. Oh yes, and another one on the story of competitive enterprise.

Now, I looked in your windup paragraph for some comment on what the dickens these people are trying to communicate to their employees, and whether your mag. thought that this was a good even-handed way of keeping alive the spirit of communication (which, by the way, is just as big a bugbear up here in Saskatchewan as it is anywhere else). Failing to find your comments I thought I'd better write and ask you right away. Should companies encourage the circulation of this type of material? What attempt should they make to circulate the opposites of these things? Should they distribute material on the sale of ear plugs for those who don't want to listen to popular music? Should they distribute an article on "Trading Federal politics for State politics in our schools"? Or a booklet on the

solid achievements of socialism in England, according to someone in England? Or a brochure entitled "May the best setup win"? Another one on the economics-in-action series showing how big management under competitive, cooperative or socialist enterprise runs into roughly the same kind of problems?

I hope I have made myself clear. And I hope I've not asked too difficult questions. But I certainly am interested in the attitude of your magazine towards personnel people providing all sides of what particular stories. How far can we go this way without getting bogged down in our own quicksand?

I wish Mr. Collier had told us what *he* thinks—in answer to his own question. I don't want to duck the issue entirely, but who would like to send us a comment for Mr. Collier's guidance?

Ned Hay

SITUATIONS WANTED

(Continued from page 40)

PERSONNEL ASSISTANT: In medium sized manufacturing plant with two years experience performing varied duties such as job description and evaluation, grievance research, editing small publication, devising and administering tests and interviewing desires challenging position in personnel administration and employee relations. Pay consistent with responsibility. Age 27. Education BA, mainly economics, psychology and engineering subjects plus additional related night school courses. Previous work experience in plant and office and 2-1/2 years in Engineer Corps. Reply Box 126.

PERSONNEL ASSISTANT: Civil Engineer, B.S. University of Illinois. Graduate work in personnel. Willing and eager to start at bottom with organization offering superior future opportunities with increasing responsibilities. Reply Box 131.

PERSONNEL ASSISTANT: B.S. in Business Administration. Major in Labor and Industrial Relations. Desires a position in personnel field or related work with an opportunity for advancement. Age 27. Married, Veteran. Willing to relocate. Complete data on request. Reply Box 132.

(Continued on page 26)

Everyone who has conducted supervisory training courses has had the experience of hearing the participants express their acceptance of the principles discussed—but not put them into practice, going right on making the same old mistakes. The author describes how to get supervisors to change by reducing their anxieties.

Improving Supervision by Reducing Anxiety

By RICHARD WALLEN, Western Reserve University, Cleveland.

WHEN you organize a program for training executives or supervisors in "human relations" you hope to improve the way they actually deal with people. Too often, however, such a training program has simply taught supervisors to "say the right things" about their jobs. It is fairly easy to change what people *say* by applying the pressure of social disapproval. It is considerably more difficult to help people change what they *do*.

This problem is so similar to that faced by the therapeutic counselor that it is worth trying to translate therapeutic principles into supervisory training methods. Any therapist meets the same kind of difficulty—people who can change their words without changing their actions and who sincerely believe they deal effectively with human problems despite the resentment they create everywhere. From a very general point of view, here is what therapists seem to have discovered about changing behavior:

(1) Using threats, social pressure, shame, and appeals to pride produces verbal compliance while increasing insecurity, sense of guilt, and resentment. Real improvements in behavior either do not occur or are carried out in a half-hearted way.

(2) Decreasing the tensions—usually anxiety—which lead to ineffective social behavior makes for real improvement often with no sense of intentional effort to change. Let us try to develop some supervisory training methods from the standpoint of a therapeutic counselor.

Begin by assuming that much ineffective or harmful supervisory activity stems from the supervisor's efforts to control his anxiety. Of course, this statement is an oversimplification; other and more involved factors may be responsible. Some poor practices probably come from nothing more than lack of attention to the psycho-

logical aspects of supervision. But it is not hard to find supervisory behavior that is clearly the result of anxiety. This kind of behavior is likely to resist your efforts to change it if you resort to lectures, inspiring examples, threats or persuasion. On the other hand, if you could somehow decrease the supervisor's anxiety, it should be fairly easy for him to change his way of dealing with people.

POOR SUPERVISION DUE TO ANXIETY

You can illustrate this principle by recalling the difficult supervisory or executive problems that turn up in nearly any survey of management personnel. There are the legalistic martinets who run departments by rule-books, the dependent leaners who run to the boss for decisions about trivia, and the fussy snoopers—leaders in unpopularity. Therapeutic experience has shown that these and many other ineffective supervisory behavior patterns have been acquired as techniques for controlling anxiety. (See Cameron (1) for a theoretical formulation of this point.) It is nearly impossible to alter these patterns unless the anxiousness is diminished a little. Fatigue illustrates the point: Irritability due to fatigue does not yield to persuasion nor to lectures pointing out its origin. On the other hand, if you diminish the fatigue, the irritability also decreases.

There are three distinct but interrelated sources of anxiety for the supervisor: (a) personal history; (b) present non-job pressures (e.g., an errant son or unfaithful wife); (c) pressures due to the social structure of his firm and the demands and personal characteristics of his own boss.

The first of these sources includes all those factors in development that predispose people to develop anxiety in particular situations. Competition, hostile impulses, or the presence of "authority figures" may provoke marked anxiety or not, depending upon the personal history. Therapeutic counselors deal mostly with this kind of anxiety in the usual therapeutic interview. Dealing with anxiety aroused by non-job pressures can also be done effectively in the interview. The common methods for diminishing the anxiety include producing a "permissive situation," establishing a close but controlled relationship with the therapist, encouraging a free flow of expression, limiting client-therapist contact to the interview hour, and giving some interpretation of cause-and-effect relationships. These and similar measures usually decrease anxiety enough so that behavior changes can be seen fairly early in the counseling process, although the changes may be limited at first to the interview. The reticent become more talkative, and the belligerent find fewer occasions for insulting the therapist. A good deal of this change is due to the increased sense of security and acceptance which the client feels with one other human being—his counselor. Many of these same measures can be used with conference groups, and a training leader who maintains a therapeutic attitude can decrease anxiety markedly.

The problem of decreasing anxiety from the third source—the social structure of business and industrial firms—probably cannot be solved by direct therapy with supervisors. It would not help a supervisor to gain insight into the fact that his

dictatorial methods result from fear of his boss unless the boss stopped acting in such a way as to produce fear. In most industrial structures each person is continually aware of his boss's preferences and aversions; and supervisors, like all others, do their jobs as defined by the man above them. (Gardner (3) gives a good discussion of "looking up the line.") The boss has real power over his subordinates—power that you cannot nullify by assuming that all supervisory anxiety is "neurotic." The consequence of this power relationship is that even when you have decreased anxiety from other sources, there may still remain a substantial amount due to cruel, capricious, or humiliating treatment by the boss. Since each supervisor's behavior is due in part to the anxiety provoked by his boss, and since the boss is subject to pressure from above, it would appear that we are in an impossible position. The only effective method that seems left is to prescribe psychotherapy for everybody on the board of directors. But things are not quite so bad as that. A case history demonstrating the effect of psychotherapy on an executive has been presented by Eliasberg (2).

The most effective arrangement, then, for changing supervisory behavior rests on two lines of attack:

(a) Decreasing anxiety by altering the behavior and demands of the supervisor's boss. This step is often omitted when training programs are planned, yet it may be more effective than the direct training of supervisors.

(b) Direct conferences with supervisors in which therapeutic methods are used to reduce anxiety and promote insight.

OUTSIDE CONSULTANTS HELPFUL

The first of these procedures is usually not available to personnel administrators. Even if the personnel man had the necessary training and skill, he could not accomplish much in the way of changing the behavior of other administrators and executives within his organization. His own position as a member of the executive structure would keep him from fitting into a therapist's role. On the other hand, an outside consultant is in a position to be more effective, particularly with executive personnel. He is able to plan his role as a neutral interpreter from the beginning of his contact with the company. Also, he is less likely to be accused of defending a particular group within the company.

In the direct conference work with supervisors, it is possible for a personnel man to use the therapeutic viewpoint. How well he uses it depends upon his own training and his sense of security. If he can accept expressions of resentment and anxiety without feeling threatened himself, he can do an effective job. Without a background in the psychology of personality and methods of psychotherapy, however, the personnel man should not try to depart too widely from his usual methods of supervisory training.

Several practical suggestions may be offered to guide consultants or personnel men who may be in a position to try a therapeutic method in supervisory training.

PLANNING TRAINING CONFERENCES

1. Try to start your training program as near the top of the supervisory structure as you can. For psychological consultants this principle means beginning your work with the executives and then working down through the organization. Diminishing anxiety and the attendant rigidity of behavior among executives will probably bring faster results than at any other level. Some of this work will need to be done individually; some of it can be accomplished in group sessions.

Personnel men who are part of the organization should try to arrange conferences among men a level or two above the first line supervisors. Then, when you are ready to begin training conferences with the supervisors, you will have gained experience. The supervisors will also be more ready to accept the program because of the prestige value attached to the conferences by the participation of their own superiors.

2. In setting up conference plans, keep the various power and status levels in separate groups. Being in the same discussion group with your boss usually results in less freedom of self-expression, even when the boss says he is willing to hear anything. In the later phases of the program, various groups may wish to hold joint discussions. This move is healthy and constructive. It is the beginning of genuine communication between levels of management. But if you begin with a mixture of levels, you will end by changing language without changing action. It seems somewhat safer to have several levels represented in a discussion group comprised of top management, but even here there is a possibility that free expression may be blocked by anxiety over the impression one is making.

3. Be prepared for expressions of anxiety or hostility. Such expressions are signs that your conferences are going well, for only when you are trusted will the real dissatisfactions and bitterness emerge. It is a bad error for you to try, as conference leader, to answer complaints and expressions of resentment. If you will encourage the speaker to explain himself more fully and to help the group understand how he feels, you will find that the needed answers will come either from the group or the complainer himself. People who have been given a completely permissive chance to "blow off steam" often apologize or spontaneously admit their exaggeration.

4. Recognize your own anxiety and its effects. In individual therapeutic work, therapists who become anxious over a client's lack of progress may begin to urge, cross-examine, or even criticize him. Naturally the effectiveness of the therapeutic contact ceases. The free flow of expression is impeded, and the chance for the client to understand his own feelings better is lost. The same thing can happen in therapeutic supervisory training. If you are worried about proving the value of the program, afraid of its outcome or the possible loss of your own reputation, you may act so as to prevent real insight from developing.

5. Work for free expression and insight rather than for mastery of knowledge. If you take a census of the most common problems which the group meets in the course of every-day work, you can arrange to start each session by a five minute presentation of a problem. The members of the group will take it from there and

begin to state their feelings, and offer possible solutions. The leader's job is to encourage, by his manner and remarks, a more complete analysis of the problem in terms of human needs and emotions.

GETTING DISCUSSIONS STARTED

One of the most valuable discussions the writer has ever led among supervisors started with a mental hygiene film. Although it seemed to have little to do with the work of the supervisors, they promptly began to compare their own experiences with the film story.

You do not need to feel that every human relations problem that is discussed needs to be solved. Nor should there be a set sequence of discussion topics arranged in advance. You can only try to be sensitive to the concerns of the people in the group, accepting them as real people with real problems. The valuable acquisitions for the supervisors are flexibility, insight, freedom from defensiveness, and sensitivity to the feelings of others.

Finally, you must not count on getting results too quickly. The first sessions are likely to seem slow and superficial. That is because it takes time for the members of the group to find out what is supposed to happen in the meetings, how much the leader can be trusted, and what the reaction of others in the group will be. Conferences led from a therapeutic viewpoint are rare in industry and supervisors will be understandably suspicious of them. It takes time to structure the situation and to let the group members find out that you mean no harm. This point must be explained to those who must approve such programs at the time they are proposed. While the needs of various groups differ, it is safe to say that six to eight weekly meetings are needed as a minimum.

Actual use of this method indicates that it is superior to the usual lecture plan of supervisory training in human relations. There is nothing wrong in giving a series of talks on psychology to supervisors; but it is wrong to expect that they will improve supervision to any considerable degree. On the other hand, slight decreases in anxiety appear to lead to marked changes for the better in human behavior.

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The author discusses some of the problems raised by Fair Employment Practice Legislation. It will be increasingly necessary for employers to heed this kind of Legislation but it will bring new problems and pressures to personnel people.

Problems Under FEPC

BY WILLIAM R. THOMAS, Ford Motor Company,
Dearborn, Michigan

THE problem of eliminating discrimination in employment is not so simple as the proponents of this type of legislation would have us believe. Attitudes and sentiments built up over long periods of time cannot be easily eradicated upon the theory that such attitudes or patterns are nonlogical cultural patterns which can be eliminated by the force of legislation. There are few who will deny that all persons ought to be entitled to equality of job opportunity. There are actually very few who are willing to risk their own security in the lottery of this principle. Legislation of this type, however well-intentioned, cannot create economic opportunities. Only the maintenance of full employment can secure that end. Nor can this legislation create equality of education or skill for all individuals. Whether cultural patterns of a racial or religious character are inherent or acquired is beside the question. These patterns do exist. Whether antipathies based upon such factors are justified or not is equally beside the question. Such antipathies do exist. Some of the very persons who decry racial or religious factors in employment selection upon the ground that such factors have nothing to do with ability or with job performance, nevertheless advance the argument that persons of a certain religious group or racial group or national group are "good workers." If such persons can be good as a group, they can be bad as a group.

THE "INFORMAL" ORGANIZATION

The creation of congenial work groups is recognized in the development and maintenance of industrial efficiency and emphasized in the outstanding experiment in personnel research in the past twenty-five years by the Hawthorne Experiment.¹ It seems a doubtful proposition that any single employer can ignore the effect of radical changes in employment patterns without disrupting the informal social relationship of his various work groups. The result might well be to require him either to spend a

¹ L. J. Roethlisberger and W. J. Dickson, *Management and the Worker*, Cambridge, Massachusetts: Harvard University Press, 1938, pp. 100-110.

great deal of time and money trying to reorient the attitudes of his present employees or else to suffer a loss of efficiency as a result of internal group antipathies. That inefficiencies have not yet occurred is no proof that they cannot; and are evidence of the surface character of the enforcement of such legislation rather than any evidence of its soundness from the point of view of personnel administration. At this point a more detailed consideration of the problem which this type of legislation creates for the personnel administrator would seem to be in order.

This type of legislation will pose many problems for the personnel administrator. One past practice has been to requisition workers from private employment agencies using discriminatory qualifications as the terms for employment. The agencies have condoned this practice in order to cater to employing interests. Government employment agencies have been equally guilty of this practice. In order to comply with the law, the personnel administrators would have to change their past practice of using discriminatory requisitions to employment agencies. Several companies have met this challenge with two types of requisitions; one, which can be used in states not having a FEPC, and another which can be used in states having a FEPC.

The FEPC might require that more than one agency be used in order to avoid the concentration upon one selected agency. Again, it may mean that in the future all requisitioning might be done through government (USES) agencies to achieve compliance with the law.

In the past, some personnel administrators used one particular employment agency for recruiting. For example, a personnel administrator whose policy is to hire only Polish workers would use a Polish agency or pager for his recruitment of workers. This would probably be considered a discriminatory practice. He would have to defend this practice on the ground that the company has always been satisfied with Polish tool and die makers and that the policy of always using the same source for recruits does not in any way preclude the hiring of minority workers but has been the source for their most successful employees. If he is unable to obtain official approval for this practice, he would have to alter his policy, which may involve considerable expense.

EMPLOYING FRIENDS OF PRESENT EMPLOYEES

Many personnel administrators use the present work force for its source of future employees. If we attach very much importance to the Hawthorne Experiment, then we realize the value of building up the informal work group in this way. The best way to build up this informal group is rely upon the advertising by word-of-mouth of the present employees. Employees naturally solicit and recommend those whom they feel will fit in with the congeniality of their work group. To eliminate this source of labor would create the problem of what alternative source should the personnel administrator use. It is difficult to forecast what the result of eliminating word-of-mouth recruitment would be when there is so much evidence in support of its soundness. Many companies that have never practiced discrimination have used

this source because of the low cost and also that congenial work teams reduce the amount of labor turnover.

The application blank has received the direct attention of enforcement officials and it is the area which offers the greatest opportunity for compliance because of its overt construction. Obviously, all personnel administrators would have to alter their present application blanks to eliminate any discriminatory phrasing. It would mean that FEPC approval of an application blank would be necessary to avoid a chance of a charge of discrimination.

The next phase in the employment procedure is the screening process. FEPC in many cases would result in the increase of face-to-face hiring. If the employer is unable to require a photograph of the future employee, then the next best thing would be to require the future employee to appear for further screening. Each applicant would have to be interviewed in order to insure compliance with the law. Granted that this might be nothing more than lip service to the act, it would have to be done. The effect of this increase in face-to-face hiring would be tremendous. Additional interviewers would be needed to handle this increase in screening applicants. This additional number of interviewers increases costs and would require more time in training these interviewers and in supervising their interviews.

CONSIDERING COMMUNITY ATTITUDES

This entire recruiting program would also have to be reconciled with community attitudes toward minority groups. Somehow the personnel administrator must balance the attitudes of the community with the requirements of the law. Prior to this type of legislation, the personnel administrator hired the type of worker that the community expected and required for good public relations. Where he is faced with a problem of this sort, it would require him to take the initiative in formulating a program of education for the consumer. This situation is very similar to the one where companies have publicized the use of union labor in the manufacture of their product.

It is apparent that the personnel administrator must review his job analyses and job standards in order to protect his company from being forced to accept unqualified workers. All commissions have established the policy that minority workers need be hired only if they meet the basic qualifications for the job. Therefore, an accurate job analysis should be conducted and job standards established. These job standards must be proven to be nondiscriminatory.

The commissions realize that a certain amount of discretion of job qualifications must be left to the employer. One qualification which has been increasing in importance in recent years has been the requirement of a high school education. The personnel administrator would have to prove the need for a high school education for a job in the shop which does not require the oral or written expression by the employee. Although educational requirements are not a panacea for correct selec-

tion of employees, they must be recognized for their value of complementing other screening techniques. It might not be desirable to have a high school graduate working as a mopper in a plant, but it would be reasonable to want a high school graduate as a stock record clerk. To demand too high a job qualification for the work required would undoubtedly call for commission action; therefore, the personnel administrator must be on his guard to correlate the job qualifications with the job standards.

SUPERVISORS MUST APPROVE NEW HIRES

So far we have discussed the problems in the pre-hiring phase of employment. Even after the applicant has favorably passed the pre-hiring requirements, he is not definitely accepted as a regular employee. He is only classified as apparently desirable. If we follow good personnel administration, the tentative judgment of the centralized hiring officials must be approved by the line supervisor. Therefore, the responsibility of final selection is left to the supervisor. The commissions have denied the defense that the supervisors were acting outside the scope of their authority by engaging in discriminatory selection of employees. Therefore, it is necessary that a training program for supervisors be instituted for the purpose of enlightening the line officials of the need for compliance with the law. Although this type of education should already be in existence in orienting the supervisor's attitude toward union cooperation, it would mean an additional item for the agenda. As training is a continuous process, the personnel administrator must follow-up all final selections of supervisors to insure compliance with the law.

The next area to feel the effect of anti-discriminatory legislation is the employee. Remembering what we said previously about considering the opinions of the community, we must also ascertain the needs of the employee. Under the FEPC, employees can be charged with discrimination against minorities. This coverage may be of little value however as there have been few cases against employees and the commissions have expressed reluctance to prosecute individual workers. In the past courts have upheld the right of employees to dictate the conditions under which they would work. However, this type of legislation might force the altering of past personnel policies of attempting to conform the formal work group to the informal group.

NEW TRAINING BURDENS

This legislation would require the establishment of a training program for the workers. It would involve the reinduction of all present employees in order to teach the non-discriminatory policy of the company. Such an educational program is a tedious undertaking because of the resentment of majority workers. Many majority and even minority groups become associated with particular jobs. Negroes associate themselves with porter jobs; Irish with police positions; Poles with heavy construction work; and Greeks with food services. Any infringement upon these job

associations would be met with obstinacy. It would be the personnel administrator's job to reduce this resentment and build a congenial work group.

Often this resentment to the intrusion of this "out" group by the "in" group might not reveal itself by overt action. From all appearances the integration of minorities might be successful, but beneath this surface compliance might be an undercurrent of "freezeouts" and a drop in efficiency of the work group. This would be the hardest problem for the personnel administrator and supervisor to solve. Sometimes it seems that no amount of coercion or persuasion may change this situation.

Undoubtedly this legislation would have some effect upon labor turnover. Majority workers might begin to shop around for jobs in companies employing few minority workers. Most commissions have followed the policy of attacking discrimination in the larger cities and in the larger plants. This is done by the commissions because of limited budgets and by hitting the big companies, it sets the pattern for the smaller ones. To forecast the effect of this policy is difficult; however, it is conceivable that personnel administrators in the larger firms would be under the watchful eye of the commissions and those in the smaller firms would have more leeway. Larger companies could expect to have more minority workers seeking employment because once the barriers are lowered the word gets around to other minority workers. This influx of minority applicants would increase the burden of proving that their companies are not following a policy of discrimination. The opposite effect would be that majority workers might have a tendency to drift towards employment in the smaller concerns to avoid the influx of minority workers into their informal work groups.

EMPLOYEES BLAME MINORITIES

Disciplinary action must be re-evaluated and be constructed in a complete and concise manner. There would be a tendency for workers to blame the minority workers for any problems that would arise. Although theoretically there should be no change in the present methods of discipline, in practice a "scapegoat" is usually fictionized to take the brunt of the charges. Minority groups are a ready source for the "scapegoat" part. It would be increasingly difficult to get to the crux of the real grievances.

It might be concluded that this type of legislation would create a dual grievance system. The normal grievance channel would prove to be ineffective for the handling of problems of discrimination. Discrimination has become a national issue and emergence of another regulatory group would increase the load for the present channel. The present grievance procedure is under the surveillance of the employer and the union. With the enactment of antidiscriminatory laws, the employer would have a government agency to cope with in addition to the union. The ultimate effect might be compulsory arbitration on matters of discrimination.

It must be emphasized that the problems facing the personnel administrator would increase materially in the future. The commissions have been directing their attention mainly towards discriminatory hiring and discharging practices. Eventually, they would turn their attention towards the problems of promotion and equal opportunity in training programs. It becomes apparent that the personnel administrator would have the additional problem of selling his program not only to top management but to the commissions as well.

It is also pertinent to recognize that all present experiences of anti-discriminatory legislation are from a period of full employment and employers have used the law to break the discriminatory pattern in order to avail themselves of a work force. Minority pressure groups have, in many cases, failed to appreciate the value of the law and have been hesitant to file a charge because of the fear of retaliation.

During peace time, the patriotic motivation has a tendency to lessen in intensity and people are inclined to settle back to "business as usual". As soon as job opportunities become scarce, the tension would increase. The increased strain would multiply the personnel administrator's problem of group solidarity which might result in the decrease in efficiency. These outside factors are the most difficult to alleviate. What additional problems that the personnel administrator would be faced with are subject to conjecture.

About The Authors

James F. Stiles, Jr. has served on the War Labor Board and many other committees. He has been Treasurer of Abbott Laboratories since 1930. He got his academic training in Chemistry in the YMCA night schools. This is his first article in recent years.

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Roy Boyfield has an M.A. degree from Oxford. Five years ago he joined the staff of the Trades Union Congress and is now Secretary of its organization Department and is also Secretary of the Trade Union Side of the Ministry of Labor's Consultation Committees.

If you could duplicate the results reported here you would reduce your typing costs by 6%. Clerical aptitude tests offer many savings like this. It is strange that so few employers use tests at all, and that fewer still have made studies like this one, to prove the value of the tests.

Reducing Typing Costs With Aptitude Tests

BY ARLINE BLAKEMORE.

INCREASING the productivity of an organization's employees is part of the work of every personnel department. The first step in increasing employee productivity is to select for the job an applicant who has the native capacities required to do the job well. It is, of course, by no means the only step. All the other personnel functions related to training the employee and maintaining his or her morale and working conditions so as to promote high productivity are essential. But unless the applicant you select has the capacity, all the other things you do with, about, and for him will be relatively wasted. You will get second or third rate job production.

Aptitude testing can help Personnel choose what jobs a given applicant will be able to succeed in, even when the labor market is *tight* and practically every applicant must be hired. Try-out methods waste time and money. Testing will greatly help Personnel choose the best among available applicants for the job when the market is *easy*.

THE METHOD USED

In general, the procedure is to measure with tests the characteristics of those who succeed and of those who are not so good on a job, and then to pick future employees with capacities like the best. This process was followed in learning how to select beginning typists for the Central Transcription Department of a large New York City bank and may be useful as an illustration.

The Central Transcription Department numbered about 35 typists and in addition to its production function, which was primary, it also served as a training center from which typists were promoted or transferred to most of the other departments of the bank. They were girls 16 to 19 years old, generally graduated from the commercial course of high schools in and around New York City, for whom this

was their first full-time job. Although they all had been trained in typing in school, it took a month or more to train them in company procedures and to get their speed up to a level useful in business. During this time they worked on regular company work, usually letters to be typed from rough or typed copy. All work was checked before leaving the department, instruction given, and a record kept of each girl's production. The record was used to distribute department expense for service rendered to other departments as well as for training purposes.

Girls for this work were chosen from among available applicants on the basis of school record, a sample of typing, and interview by an interviewer who had been in this work for many years. The new employees, who had been selected in the usual way, were given 5 aptitude tests after they had been selected and before they started work.

The tests used were:

Test	Type of Test	Testing Time	Approx. Total Time To Use	Available Through
Personnel Test	Intelligence	12 min.	15 min.	E. F. Wonderlic Glencoe, Ill.
Hay Number Series Test, Form A.	Intelligence-Clerical	3 min.	5 min.	Aptitude Test Serv. Swarthmore, Pa.
Minnesota Clerical Test	Clerical Aptitude	15 min.	20 min.	Psychological Corp. 522-5th Ave. N. Y. C.
Hay Number Perception Test	Clerical Aptitude	4 min.	8 min.	Aptitude Test Serv.
Speed of Perception Test from Guilford-Zimmerman Aptitude Survey	Clerical Aptitude	7 min.	10 min.	Sheridan Supply Co. P. O. Box 837, Beverly Hills, Calif.

CHOOSING THE TESTS

These tests were chosen because we thought that intelligence and speed of perception were capacities which would be important in differentiating good typists from poor ones. We tried two tests of intelligence and three of speed of perception because we were looking for the most efficient tests—i.e. ones that would give us the best results in the shortest testing time. All five tests together took about one hour to give. When the study was finished we would use only the most efficient tests which would take considerably less time than one hour. The typing sample mentioned above, a "home-made" typical bank letter which we continued to use, took about 15 to 20 minutes to do.

Next we needed to know which girls turned out to be good producers and which not so good, so that we could see whether the tests would pick them out for us at the time of hiring. It was decided to determine their production after they had worked and been trained on the job in Central Transcription for about a month, (31 working days). This period of time was chosen to allow as much training as possible and still get records on practically all the girls before they were moved out to jobs in other departments. The production records showed that there was a

larger volume of work done in the department from rough copy than from typed copy, so it was decided to compare the girls on this kind of work. The typewriters had cyclometers to record production, and each girl kept a record showing the number of keystrokes in each letter and the number of minutes it took her to type it. She also recorded interruptions in her working time such as lunch, time out to get work or instructions, etc. Averaging each girl's work for five days, starting with her 32nd working day on the job, and comparing it with her average for the next five days would show us whether we really had a clear picture of which girls were good and which not so good. If Mary was faster than Jane who was faster than Betty the first week of our production record, and they were in the same order the second week, we felt fairly safe in thinking that Mary really was faster than Jane who was faster than Betty. Since people do have their ups and downs from hour to hour and day to day, we found we had to take a fair-sized sample, a week's work, in order to get an unblurred picture. Statisticians call this the reliability of the criterion. The coefficient of reliability on the two week's production for the 27 girls we studied was .89 which is high enough to indicate we had pretty good evidence about which girls were good and which not so good. The slowest girl averaged 39 keystrokes per minute, the fastest 80, on work from rough copy. This rate was figured, it should be recalled, not on just typing time alone, but including preparation time—getting paper in the machine, erasures, etc. It is the rate for "doing the whole job."

RESULTS

Then we compared each of the test scores for each girl with her two week's typing production record to see whether the tests, taken at time of hiring, picked out those who later proved to be good from those not so good. A graphic way to do this is by the so-called correlation chart or scattergram, like Figure 1. Each girl's score on a given test is plotted on graph paper against her rate of production, a separate chart for each test. Each dot represents a girl and tells two things about her. Its vertical location shows how fast a typist she turned out to be; the horizontal location shows her score on the test at the time of hiring. If the chart shows that most of the girls who turn out to be fast typists had good scores before they were hired and most of the slow typists had poor test scores, then the test is useful in selecting employees. Our results on the Hay Number Perception Test, plotted in Figure 1, show enough relationship to be of practical value. This shows that *in general* the girls with higher test scores turned out to be the faster typists after 31 working days on the job.

A scattergram is also useful in deciding what score you want to set as a "critical score", i.e. the score at and above which you will accept and below which you will reject applicants. This score can, of course, be changed as labor market conditions change. A scattergram will show what can be expected by way of change in production with a change in the critical score and about how accurately the test will

select good workers. It is to be expected that a test will differentiate more accurately at the top and bottom than in the middle of the group. Referring again to Figure 1, we see that, based on this group, if we hired girls who scored 92 or better on the Hay Number Perception Test we would exclude about the slowest $\frac{1}{4}$ of the group pretty accurately. Eliminating the slowest quarter of the group, and hiring in their place girls like the average of the upper $\frac{3}{4}$, would permit production of a given amount of work with a saving of 6% in number of workers --and payroll cost. This would be a continuing saving. There is one notable exception, the girl who scored 109 on the Hay Number Perception Test but whose production was only 45 keystrokes a minute. She, by the way, said she did not like typing and did not know why she had taken the job.

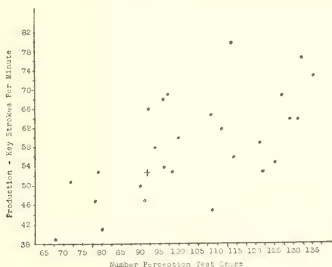


FIGURE 1

A correlation coefficient reduces a scattergram, like Figure 1, to a number which you can compare for various tests to see which test is predicting production best. To have practical value in employee selection a test should usually correlate with production in the neighborhood of .50 or higher. The correlation coefficients for the various tests we tried out and the critical scores to cut off the slowest quarter of workers, based on this group of 27 employees, are given in Table 1. These figures tell us that among the 3 clerical aptitude tests tried out, the Hay Number Perception Test and the Minnesota Clerical Test have practical value in helping us select beginning typists who will produce well on the job. The Speed of Perception Section of the Guilford-Zimmerman Aptitude Survey did not prove to be useful for our purpose. Since the Hay Number Perception Test and the Minnesota Clerical Test are highly correlated, based both on this and on other groups, it is safe to conclude that they are measuring about the same capacity, and that it is not necessary to give both tests. Since the Hay test selects better than the Minnesota test and takes less time to give, it seems the more practical choice.

WHAT THE TESTS SHOW

Both the scattergram and the correlation coefficients show that for this type of work—copy typing from rough draft—intelligence is not as important in selecting faster operators as is clerical aptitude. Neither the Personnel Test nor the Hay Number Series added anything in differentiating the good from the not so good typists in our group. For more complex work, however, such as a secretarial job, it seems highly likely that intelligence is an important factor in selecting better workers.

TABLE I

Test	Correlation Coefficient	Critical Score to Cut off slowest $\frac{1}{4}$	Errors in Selection
Hay Number Perception Test	.62 $\pm$.08	92	1 out of 72
Minnesota Clerical Test			
Numbers Section	.62 $\pm$.08	110	3 out of 27
Names Section	.54 $\pm$.10	95	4 out of 27
Personnel Test	.32 $\pm$.12	Coefficient too low; no critical score	
Guilford-Zimmerman	.14 $\pm$.13	Coefficient too low; no critical score	
Aptitude Survey Speed of Perception			
Hay Number Series Form A	no significant correlation		

The number of girls included in this study is smaller than is desirable. The more cases studied, the more reliance can be placed on the results. However, in most business concerns, even the large ones, there are not many jobs just alike so that we cannot compare job production from girl to girl. It becomes a practical choice between settling for fewer cases or doing no studies since it usually takes years to collect even 50 cases. However, in the case of the Hay Number Perception Test, we have considerable assurance of dependability because the test has been found effective in a number of other situations, such as in clerical hiring reported in *PERSONNEL JOURNAL* for June, 1950, by Richard B. Miller of the Washington Gas Light Company.

Unfortunately some of the companies using aptitude tests do not take time to check test results against production and really learn how to get the best results for their jobs. Moreover, many companies do not have on their staffs anyone trained in using tests. There are numerous good consultants, however, who can train your staff to use and check tests properly.

A last caution; since tests are valuable in increasing production and are evaluated against production or ratings it is essential that the production records or ratings against which they are checked be accurate. The results of the testing program can be no better than the production records or ratings they are based on.

Unions are constantly seeking to increase their bargaining power. More knowledge of management methods is one way of doing this. Here is how the Trades Union Congress in Great Britain is educating many of its members in management subjects.

Unions Study Management

By RAY BOYFIELD, Secretary Organization
Department Britain's Trades Union Congress

COURSES in management subjects are being provided by Britain's Trades Union Congress, which is expanding its education services. The first two of these courses are being held in February at the T.U.C.'s Education Department in London. They will each last for one week, and be attended by 20 students whose expenses will be paid by their own trade unions.

The main purpose of these courses is to assist factory representatives to acquire fuller knowledge of the principles and methods of management so that they may be better equipped to contribute to industrial efficiency and protect union interests. Instruction will be given by lectures, films, and visits to factories and workshops. The syllabus for these first courses is experimental, but although the plan has only recently been proposed the number of students nominated far exceeds the places available.

UP-TO-DATE TECHNICAL KNOWLEDGE

What is needed is training in management for shop stewards and junior officers who negotiate on day-to-day matters. This problem is now more acute owing to the spread of joint consultative committees, incentive methods of payment, and the increased use by management of more scientific methods and of industrial consultants. Two years ago the T.U.C., at its Production Conference, urged unions to clarify their attitude to work study, and to equip their officers with the up-to-date technical knowledge necessary to negotiate on equal terms about new methods.

After an introductory review of the structure of management in an average firm and the specialized organization adopted for production purposes, the course will deal with four topics—work study, incentive payment, costing, and company accounts.

The choice of topics is dictated by the work with which stewards and members of factory committees are now entrusted. Each year a greater proportion of wages is made up of incentive payments; consequently, the importance of factory bargaining

grows, and calls for greater knowledge on the part of negotiators. This is one reason why the courses deal with company accounts and with costing. Both these subjects are also needed to improve the practical contribution to greater output which workers' representatives can make at the regular meetings of consultative committees when past production is reviewed and new targets planned. They need, too, a deeper grasp of the principles of work study.

PRODUCTION METHODS

Before World War II unions were suspicious when managements brought in experts to analyze their production methods and make changes. This was largely because it was feared that new practices might lead to unemployment, and because methods of work study were not advanced and seemed to concentrate on timing the workers. Today, both work study and the attitude of unions to it are changing. The emphasis is now on studying methods to achieve economy of motion and better layout of plant.

With a background of full employment and the urgent need for more production there is readiness for new methods and, owing to the strength of trade unions, these are introduced after consultation with them. It follows, however, that unions must have representatives in each factory competent to protect their interests in these consultations. Union leaders now see work study simply as a method which can be put to good or indifferent purposes. They realize that the extent to which it eases the worker's task and increases his pay will be greatest where union officers are fully conversant with its principles.

Similarly with time study. It is more widely understood that timing is of work and not of workers, and that such measurement is essential. However, only when stewards are trained in the methods that management uses can they assure their members that measurements and allowances have been fair; then "time" can be removed from controversy, leaving bargaining to be about the "value of time."

All these subjects cannot be covered in detail in one week. Longer courses would, however, mean fewer places for students each month, and this alternative was rejected. The students will all be keen trade unionists with some previous experience, and the courses, although short, will encourage them to study on their return home and guide them in future reading.

(Continued from page 4)

PERSONNEL MANAGEMENT AND OFFICE ADMINISTRATION: Wanted in smaller business organization or unit. 14 years diverse office experience, last five in new plant handling personnel selection, wage and salary administration, job evaluation, plant and group insurance and public relations. Supervise stenography, coding, switchboard, reproductions and other office functions. College graduate. Married veteran 2 children, age 35. Reply Box 134.

LABOR RELATIONS OR PERSONNEL ASSISTANT: B.S. in Psychology. M.A. in Labor Relations and Administration. Yet 1 year experience personnel manager small corporation. Seek opportunity, minimum salary for responsibility. New Jersey, New York or relocate. Reply Box 135.

MARKET RESEARCH & ANALYSIS: Presently employed—experience in both public opinion surveys and employee attitude studies—including questionnaires, coding, tabulating, IBM, analysis and interpretation. Trained in report writing and presentation of survey results. Age 29, married, BS in Commerce with emphasis on market research and analysis, no reserve status. Detailed resume on request. Reply M. L. Greenberg, 603 Church Street, Shenandoah, Iowa.

Modern Personnel Management in Retail Stores

By Eileen Ahern

The past 15 years has been a period of marked activity in personnel and labor relations throughout industry, but nowhere has it brought more widespread change than in department stores. Undoubtedly the initiative to change has come in some degree from management's increasing awareness of the general progress in American industrial relations practice. However, the one single factor to which the change seems most attributable is the relatively recent and vigorous growth of unionization. Of 36 stores covered in both the recent study and a study conducted 15 years ago by Princeton's Industrial Relations Section, only four had the slightest unionization in 1935, while 22 were either fully or partly unionized in 1949. Consequently, the amount of attention given by these stores to negotiations, grievance procedures, preparation of arbitration or labor relations board cases, and to union relations, has increased greatly. This report, based on a study of personnel programs and labor relations experiences in 57 large department stores, traces the practical results of these trends and of recent changes in personnel policies and activities, in the ways in which

policies are determined, and in administrative organization and procedure.

Evidences that the personnel function has been enhanced in recent years in the stores studied are: (1) more direct participation of senior executives in the determination of personnel policies, especially in regard to labor relations and retirement plans; (2) a greater acceptance of responsibility for personnel relations by heads of selling and non-selling departments; (3) the higher rank of the personnel department and its head; and (4) a relatively greater increase in the policy-determining and advisory functions of the personnel department as compared with previous emphasis on service and operating activities.

In addition to these broad-scale changes in the organization and administration of personnel departments, and the over-all changes in emphasis occasioned by unionization, this very comprehensive and informative report details trends and changes in specific personnel activities. The following are a few of the highlights.

Of the two personnel functions, employment and training, which ranked highest in department-store personnel management for many years, training has shown the greater change in philosophy and planning. The trend, especially in postwar years, has been toward decentralization of employee training and expansion of executive and supervisory training. Among supervisors and departmental heads, training in leadership and human relations is em-

PERSONNEL ADMINISTRATION AND LABOR RELATIONS IN DEPARTMENT STORES: *An Analysis of Developments and Practices*. By Helen Baker and Robert R. France. Industrial Relations Section, Princeton University, Princeton, N. Y. 1950. 144 pages. Paperbound, \$2.50, cloth, \$3.00.

phasized as the principal means of implementing the philosophy of departmental responsibility for personnel relations. In employment, little change has occurred in policy. Improved selection methods in recent years have been used to build up both a more competent and more stable workforce. Employment procedures have notably begun to include tests and, in fewer instances, patterned interviews.

Wage payment systems have shown a decrease in the use of quota-bonus systems. Salary-plus-commission now appears to be the most common basis for determining earnings. The use of job evaluation as a means of setting relative job rates is a comparatively new but already widely adopted practice. Personnel rating has declined in importance as a basis for merit wage increases, but continues as an aid in training and promotion and has gained new importance as a useful record in disciplinary action.

To department store employees, probably the most important changes are the gains made in wages, hours, vacations, and benefits and pensions. Average hourly earnings have more than doubled, strides have been

made toward the 5-day week, and vacations with pay have been lengthened. The most marked progress in benefits has been in hospitalization insurance and retirement plans. Greater protection is also given in larger death benefits and in new sickness and accident benefit plans.

This report is notable, not only for the detailed information it provides regarding the type and extent of changes such as have been mentioned above, but also for its effort to provide the reader with insight into the causes of change. It should be borne in mind that the findings and conclusions are based on a study of 57 stores which are probably above average in size, personnel policies and number of workers employed. Thus the report will be of particular value to executives of large stores and retail establishment and to union and management executives in areas in which there is considerable unionization. However, the experience and policies described should be of significance to all stores, large and small, which seek to develop constructive personnel policies and to make personnel administration a sustaining part of a successful retail organization.

Other Books

HUMAN RELATIONS IN MODERN INDUSTRY. By R. F. Tredgold. International Universities Press, Inc. New York, 1950. 192 pages. \$2.50.

Here is a sound, interesting, and beautifully simple presentation of human relations in industry. It can be recommended quite without reservation. Written by an outstanding British psychiatrist, the book is based on a series of lectures held at Roffey Park in London during 1947 and 1948. Roffey Park is justly famous for its work in rehabilitating physically and psychologi-

cally disabled workers. It has become familiar to many Americans, however, chiefly for its excellent program of training in human relations. Industry, labor and government representatives have participated in this training. This book has been published in response to many requests.

The first two chapters break the ice by acknowledging the reluctance of most people to accept the fact that human behavior is purposeful, and can be understood rationally. The author firmly makes the point that there is a considerable body of knowledge about human relations that is

accepted by the majority of social scientists and understandable by the average person without any special training. Dr. Tredgold mentions some fundamental points on which there is widespread agreement, and indicates sources which interested readers may pursue for further understanding of the subject. Before taking up specific problems of human relations in industry, with which most of the book deals, the author first discusses briefly such matters as conscious and unconscious mental processes, repression, dissociation, projection, conflict, and fantasy. Fantasy-formation is very common among people at work. Not only are so many of today's routinized jobs conducive to day-dreaming, but many people, because of pressing problems encountered in their private lives, actually prefer work that does not require constructive thought so that they can escape into fantasy.

In a chapter on "Why People Work," the following motivations are examined: search for material security; personal responsibility; desire to conform to type; desire for the approval of the group; desire for pre-eminence; pride in skill; sense of order; acquisitiveness; conscientiousness, etc. The author quotes Elton Mayo's remark that the tragedy of this age is that there is an ever increasing gap between what one wants and what one has to do to get it. It is evident that two reasons for working—a liking for the job and for the reward the job offers—enter into nearly all types of work. But it is also true that there are jobs where the former predominates, and others where the remuneration does. These characteristics, of course, are not always inherent in the work itself, for whether one enjoys one's job or feels it a drudgery depends to a large extent on one's aptitude and training for it. More widespread skill in human relations in industry, however, could lessen the impact of disappointments and frustrations. In a chapter on "Fulfillment at Work," the author presents, with imagination and sympathy,

some ways in which individuals may achieve greater job satisfaction, even under today's conditions. Much depends upon the understanding of human relations by supervisors and managers. A large proportion of Dr. Tredgold's book deals with the essentials of leadership in industry.

Dr. Tredgold discusses the significance of neurosis in production.

In an interesting chapter on the significance of neurosis in production, Dr. Tredgold quotes the results of a survey made in England by Dr. Russell Fraser for the Medical Research Council in 1947. This work was carried out on a sample of 3000 workers, mostly in light and medium engineering in and around Birmingham. In six months, Dr. Fraser found that roughly 10% of these workers suffered from disabling neurosis, roughly 20% more from minor neurotic complaints; and that neurosis was responsible for between one quarter and one third of the total sickness absence of, perhaps an even more striking way or putting it, between one fifth and one quarter of all absence from any cause whatsoever.

In view of this and other investigations, personnel executives can hardly afford to overlook any publication that reliably puts forth a basis for understanding the stresses on people at work and for developing an improved environment in business and industry. Dr. Tredgold's book performs such a service. In the last chapters he comes back to the point made in the first chapter: our resistance to scientific consideration of mental and emotional processes. He says that it seems reasonable to hope that by the end of the book we may be in general agreement on certain points but that the trouble begins when we start to put the agreement into action. He quotes the Marechal de Saxe (18th century): "Notwithstanding that which I have advanced is founded upon reason, I hardly expect a single person to concur, so absolute is custom and such is its power over us."

Dr. Tredgold does, however, conclude his book on a hopeful and constructive note. He shows us how understanding has led to action in actual instances, of which the rehabilitation work at Roffey Park is an outstanding example.

F. Weisbart
New York City

COUNSELING AND PSYCHOLOGY. By Milton L. Blum and Benjamin Balinsky. New York: Prentice-Hall, Inc., 1951. 586 pp. \$6.65.

Here is an account of the most approved present-day practices in occupational counseling which will help the personnel executive bring his thinking up-to-date. This is more than a manual on how to test, though the more widely used tests are discussed. Scores are relegated to the background and more emphasis given to the motives and problems which may lie behind test scores and influence job success. The goal presented for the counselor is to lead the individual to think things out for himself, rather than to give him direct advice. Test standings are useful for this self-evaluation, but not ends in themselves.

The book is saturated with the non-directive interview, and should be helpful for the employment interviewer who uses this method. (It is not often used in the employment office at present.) Two chapters on the counseling interview, and one on the qualifications and training of counselors, are especially important for personnel workers. Written as a text for college people, personnel executives will be able to read it, but the many interviewers who have not finished high school will find it difficult in spots. Many portions of the book can be given good use, however, in training interviewers. It will be a valuable addition to the personnel library.

Donald A. Laird
"Homewood"
Lebanon, Indiana

THE STRUCTURE OF AMERICAN INDUSTRY. By Walter Adams. New York: MacMillan Co. 1950. 588 pages. \$4.75

A weakness for which personnel people are often criticized—in quite a few instances, it must be admitted, justly so—is insufficient understanding of the economics of American industry in general, and failure to take an interest in the "merchandise" of the operating divisions of their companies. This is a good book to "bone up" on. It will, of course, be of interest to other executives and to economists and specialists in related fields.

The various forms of market structure and market behavior represented in 13 industries are analyzed. Industries considered include: cotton-textile; bituminous coal; agriculture; residential construction; steel; chemicals; cigarettes; motion pictures; fluid milk; tin can; glass container; ocean shipping; and air transport. Different types of competition, as illustrated by this cross-section, are discussed: patent monopolies; bi-lateral monopolies; government price-fixing and regulated industries, etc. Dr. Adams has obtained an outstanding specialist in each industry to discuss these economic problems; he himself writes the chapter on the steel industry. Among the contributors are Charles Abrams, Alfred E. Kahn, Max F. Millikan, and Richard B. Tennant.

There would be little point in singling out chapters on one or more industries for comment since each industry would be of interest to only some of the readers of this review. There are two important chapters, however, that bear critical reading by all: One is on "Public Policy in a Free Enterprise Economy," by Corlin D. Edwards, Director of the Bureau of Industrial Research, Federal Trade Commission and formerly Professor of Economics at Northwestern University. This is a stimulating discussion of whether we shall embark on a series of short-sighted, unplanned, and undesired excursions into state collectivism

or whether, if the presumption is in favor of the private enterprise system, we shall undertake, knowingly, as many collective projects as prove to be *suitable exceptions*.

The other chapter of general interest is that on "Organized Labor in a Free Enterprise Economy" by Charles C. Killingsworth, Head of the Department of Economics at Michigan State College. He considers such problems as these: Why should labor associations be exempted from the anti-trust laws? Why should we not try to achieve the same degree of competition in the labor market as we strive for in the products market? Is not the very existence of strong labor organizations incompatible with the preservation of free enterprise? Obviously, these are \$64 questions, but a satisfactory answer to these and similar questions must be found before an adequate foundation can be laid for a sound labor policy which can be integrated with the maintenance of competition in industry.

This is a scholarly book, but it is not written for the professional grandstand. It is directed, rather, at the sizable body of intelligent citizens who take an interest in the problems of industrial organization and price policy. The various authors have successfully cooperated in presenting an accurate and penetrating analysis of several typical industries with resort to a minimum of technical trade jargon.

L. E. Evers

Los Angeles, California

HANDBOOK OF PERSONNEL FORMS AND RECORDS. By Eileen Ahern. Research Report No. 16. American Management Association. New York, 1950. 227 pages. \$3.50 (AMA members, \$2.50)

Many personnel executives are aware of possible shortcomings in the forms and records they are using but hesitate to change them because the forms have been "inherited" and long established use has im-

parted an aura of efficiency to them, or because no critical selection of currently-used forms has been available for purposes of comparison. Such a publication is now available, however. More than 150 pages of the AMA research report are devoted to reproductions of carefully selected forms. More than one thousand companies were consulted for this material.

Not a study of systems or procedures, or of methods of designing and duplicating forms, the AMA report emphasizes, instead, the principles or objectives of each major personnel activity as they bear upon the items that should be included on any forms used in connection with it.

The chapter on application forms is particularly helpful. There is an analysis of the various types in use for different kinds of work, and a discussion of means of making application forms more selective, including the development of weighted application forms. The treatment of the latter is brief, the author pointing out that the research necessary for devising a weighted application form would not be feasible for every company to undertake. The author comments, "Very few companies have made an effort to determine whether items on their application forms have any significance in distinguishing potentially efficient applicants from others. Yet the average application form is a formidable document requiring the applicant to give many details of his personal history." There is a checklist of six pages containing items culled from hundreds of application forms selected by AMA. They are grouped under the following headings: Education and Training; Work Experience and Aptitudes; Work Preferences; Vocational and Social Interests; Service and Experience in the Armed Forces; Family; Financial Data; Health and other Personal Data; References; Miscellaneous Questions. The author suggests that before any item is included on an application form, it should be considered in the light of the following:

1. Is it necessary for identifying the applicant?
 2. Is it necessary for screening out those who are ineligible under the company's hiring policies? Specifically, what policy does it pertain to?
 3. Does it help to decide whether the candidate is qualified?
 4. Is it based on analysis of the job or jobs for which applicants will be selected?
 5. Has it been pre-tested on the company's employees and found to correlate with success?
 6. Will the information be used? How?
 7. Is the application form the proper place to ask for it?
 8. To what extent will answers duplicate information to be obtained at another step in the selection procedure—for example, through interviews, tests, or medical examinations?
 9. Is the information needed for selection at all, or should it be obtained at induction or even later?
 10. Is it probable that applicants' replies will be reliable?
 11. Does the question violate any applicable Federal or state legislation?
2. Date every statement to show *when* it was true.
 3. Discriminate between facts and opinions.
 4. Relate statements as much as possible to circumstances: for example, state that a person made such or such a record in such or such a sort of job situation.
 5. Do not attempt predictions for any and all situations; and—even where information is available on the job the candidate may fill—consider with particular care the evidence on which you base any statements concerning an individual's potentialities.

The author illustrates several forms that integrate these principles.

Similar judgment is evident throughout the book. It covers the following: Requisitions for Personnel; Application Form; Interview Records; References; Medical Forms; Induction; Patent Rights of Employees; Payroll Notifications; Job Analysis and Evaluation; Attendance Records; Qualifications Records; Seniority Records; Merit Rating; Group Insurance; Discipline; Grievance Records; Employee Suggestion Records, and others.

The Handbook provides a broad-gauge frame of reference within which executives may examine the functions of the forms illustrated and pre-test new forms they may draft for their own companies. Every personnel executive will find this a convenient reference book.

E. Fassberg
Survey Institute
50 Broad Street
New York City

Miss Ahern has several helpful suggestions for getting more out of reference forms, both as to the proportion of replies received, and the validity of the information. The following, useful in answering reference inquiries, give clues as to the critical review of references received:

1. Always keep in mind the recipient and the use he will make of the information.

Personnel Research

How'm I Doing?—Training Supervisors to Conduct Employee Progress Conferences. By Clifford E. Jurgensen, Minneapolis Gas Company. *Personnel Psychology*, Spring, 1951.

Every employee wants to know where he stands in the opinion of his supervisor, but frequently he has difficulty in getting answers to such important questions as "How'm I doing?" "How can I improve?" A perfect supervisor would give such information automatically in his daily contacts and informal discussions with each of his employees. Often supervisors do not give this information, because they do not know how to do it tactfully and objectively. Supervisors must be trained in the why and how of giving this information to employees. This report discusses how one company did this by means of a supervisory training conference. A three-part employee rating scale was developed and is described in this article, but the main emphasis is on the manner of conducting employee progress conferences. The conference is of more importance than the rating scale.

In order to train supervisors, a training conference eight hours in length was given in a single day. It was conducted by the Personnel Director and each conference group was limited to five or six supervisors. Supervisors in any one group were approximately equal in age, experience, education, and type of work done. The first hour of the conference was devoted to a discussion of rating principles and procedures. It was pointed out that rating is being done whenever we mention (or even form) an opinion. Rating scales are merely a means of systematizing opinions. Each supervisor then rated one of his employees on the scale and the Personnel Director rated a fictitious employee. The next two hours were devoted to discussing principles and procedures of conducting employee conferences for purposes of giving an employee answers to

questions such as "Where do I stand?" and "What can I do about it?"

Then a demonstration conference was conducted. The Personnel Director played the role of the supervisor and one of the supervisors played the role of the employee. The group was given necessary background information on the fictitious employee rated by the Personnel Director. For example, the group was told whether the employee was new or experienced, whether he was predominantly belligerent or cooperative, etc. The supervisor playing the role of the employee was told that he should stick to the facts given, but otherwise was free to say and do what he wished.

This demonstration interview was fully recorded on a high-fidelity tape recorder. The record was then played back to the group and used as a basis for discussion. The play-back was interrupted many times for comments and questions. The Personnel Director stopped the play-back to explain why he had handled a situation in a particular manner. He also criticized his own performance and suggested a better way that he might have dealt with a specific situation. Many of the principles of employee conferences were brought up in this way. Most of the supervisors in these groups were practical men. They learn more completely and faster if principles are introduced by examples rather than discussed as abstractions. The discussion was so detailed that it took approximately two hours to play back a fifteen-minute conference.

Following the play-back of the demonstration conference, one of the supervisors was then asked to tell what he would say to an employee he had rated. Another supervisor was asked to play the role of the employee rated. Again the conference was recorded. This was followed by a combined play-back and discussion as in the first conference. The process was repeated until each supervisor had played both parts—

had conducted a conference and had also played the role of an employee.

The final hour of the conference was given to a general discussion of the value and need for employee progress conferences. Employees find difficulty in thinking of ratings as objective measurements, particularly when the employee has been rated lower than he thinks he deserves. "Psychologically there is a big difference between telling an employee, 'You are a lazy bum' and saying, 'It's my opinion that the term *lazy bum* describes you well.' It appears that one important factor in this difference is the implication of *actuality* in the first case and *opinion* the second. Opinions are readily changed. Actualities are not. Considering ratings as opinions thus decreases arguments, encourages employees to believe that effort to improve can be worthwhile, and permits supervisors to change ratings with less embarrassment."

The supervisors in these training conferences had had no experience in role playing and were frequently embarrassed to try. This difficulty was overcome by asking each supervisor deliberately to make some mistakes in conducting the interview. It was explained that the interviews were not intended to be competitive, and that the deliberate mistakes would serve as a basis for helpful discussion. This "face saving" stunt proved highly effective, and most of the supervisors seemed to welcome the opportunity to obtain guided experience in conducting an employee conference.

Following the training conferences, reports show that employee conferences became the rule rather than the exception. Many supervisors came to the Personnel Director to ask how certain conference problems should be met. They commented to other supervisors on how effective their conferences had been with specific employees. They asked for additional training of the same type. This is evidence of a shift in attitude on the part of supervisors in this

company toward employee progress conferences.

Methods for Scoring a Check-List Type Rating Scale. By Herbert H. Meyer, The Detroit Edison Company. *Journal of Applied Psychology*, February, 1951, 35, 46-49.

A check-list type rating scale would probably be used much more widely than it is at present if it were not for the fact that the conventional procedure for constructing and scoring such a scale is quite laborious. In this article six different methods of scoring such a scale are considered. Two of these methods use precise differential weights, derived from judgments of a large group of persons.

It was found that the same results for all practical purposes could be achieved by a much simpler scoring method. By this method a rater's score would equal merely the number of statements indorsed that describe favorable behavior on the job less the number indorsed that describe unfavorable behavior.

Flesch's "Measuring the Level of Abstraction." By James J. Jenkins and Robert L. Jones, University of Minnesota. *Reply to Criticism by Jenkins and Jones.* By Rudolf Flesch, Dobbs Ferry, New York. *Journal of Applied Psychology*, February, 1951, 35, 68-69.

Jenkins and Jones object to the use of Flesch's* formula for measuring the level of abstraction in determining the reading ease of a piece of writing. They feel that the "readability yardstick" which Flesch developed earlier is simpler to use and gives a better measurement of reading ease. If one is interested in abstraction in itself, this new measurement may be of definite value, but as a measure of readability they feel that this offers very little to the worker in the field.

Also questioned are some of the statistical treatments used by Flesch. An interesting comment on the use of the

* Flesch's original article upon which this critique is based appears in the *Journal of Applied Psychology* 1950, 34, 384-390.

method concerns the difficulty facing the worker in assigning exact labels of parts of speech. The authors point out that a user of this system must be an expert in the English language. They note that a correlation improvement of .02 over the sentence-length formula for readability is not enough to justify the increased difficulty of application.

Flesch replies to this criticism by saying that Jenkins and Jones take too narrow a view of readability measurement. Further work may show that the count of definite words will give a better prediction of readership or recall than any other readability measures so far proposed. If so, the clinical value would justify the complexity of the tool, just as the Rohrschach Test is complex but clinically useful.

A Trade Unionist Looks at Job Evaluation. By William Gomberg, International Ladies' Garment Workers' Union, New York, N. Y. *Journal of Applied Psychology*. February, 1951, 35, 1-7.

Gomberg is on sound ground in many respects, particularly when he says "I do not believe that job evaluation can be used as the sole determinant of how to build a relative wage structure." Some of the other factors that he believes should enter into collective bargaining in fixing a final wage scale are: "(a) irregularity of employment; (b) the career prospects of the job; (3) supply and demand; and (d) the traditional prestige carried by the job in the plant social system." The market place is the real determiner of how a job evaluation system works. The validation of any job evaluation system is in experience. How does it work?

It is impossible to take seriously much of what Gomberg writes about job evaluation from the union point of view. In the

first place he gives what seems to the writer a biased view of the union attitude toward job evaluation. We have had experience in no less than eight joint union-management job evaluation programs, all of which went to a successful conclusion. From Gomberg's report one would get the impression that unions do not co-operate and that joint union-management plans are not successful.

Gomberg goes to some length to try to prove that the President's salary should not be more than five times as great as the lowest paid employee. He does this by quoting a qualified psychologist who has said that the ratio of the highest to the lowest ability of any given kind is about three to one and rarely greater than five to one. But he not only exceeds the sweeper in intelligence in the ratio of three to one but also in responsibility, education, persistence, judgment, and in scores of other qualities and hard-won capabilities. Consequently the proper ratio of salary between the highest and lowest members of an organization is not three to one but some compound of a number of three to one ratios. And unions don't practice what Gomberg preaches, judging by what we know of union management salaries—John L. Lewis's, for example.

Gomberg repeats an error reported by Lawshe and Wilson in which they apply factorial analysis to job evaluation and report that in one case only two of five factors were of any significance. This conclusion is erroneous because of technical errors in their treatment of the data.

Gomberg claims that the factor comparison method is "rooted in the existing wage structure of a firm." This, of course, is not necessarily so since many variations of factor comparison as now used do not employ going rates at all.

Across the Editor's Desk

With The Local Personnel Associations

THE AMERICAN SOCIETY OF TRAINING DIRECTORS held its Seventh Annual Conference in Philadelphia March 15 to 17. Chairman of the Conference was E. L. Burkhart of the Electric Storage Battery Company, Philadelphia and associate chairman was Harry F. Gracey of SKF Industries, Philadelphia. This was an important conference attended by an unusually large number. So much is interesting that we shall try to report on the Conference in the next issue.

CONNECTICUT PERSONNEL ASSOCIATION has issued a yearbook which is 34 small pages with a handsome cover. This describes the purpose of the Association, lists its officers and members and gives a list of the program of events for the current year 1950-1951. The remainder of the booklet is devoted to reprinting the Constitution and By-laws. President of the Association is Warren L. Mottram, Industrial Relations Manager, R. Wallace & Sons at Wallingford, Conn.

THE AMERICAN ASSOCIATION OF INDUSTRIAL EDITORS publishes its own monthly publication *Editors' Notebook*. This is 8 pages, well printed. The February issue contains a quotation from PERSONNEL JOURNAL January 1951, which called attention to the importance of industrial editors.

THE WOMEN'S PERSONNEL GROUP OF PHILADELPHIA held its March meeting on the 13th. The speaker was Edward Davis, Philadelphia Attorney who spoke on the topic *Labor Problems Today*.

THE AUSTRALIAN INSTITUTE OF MANAGEMENT, Melbourne Division, has issued a leaflet describing courses and conferences being held during the current year. *Management News* issued by the Institute now

appears in a new form with a page 11 x 17 inches.

WASHINGTON (D. C.) PERSONNEL ASSOCIATION held its March meeting on the 22nd. The topic was *Problems and Solutions in Today's Unemployment Market*. The conference group was divided into tables of six, each of which considered a separate phase of this problem. The entire group came together at the end of the meeting for a summary.

PERSONNEL AND INDUSTRIAL RELATION ASSOCIATION at LOS ANGELES announces the election of a new *Pira* President at the January board of directors meeting. This is Roy I. Madsen, Personnel Manager, Helms Bakeries. Other new officers include Bonar Dyer, Industrial Relations Director, Walt Disney Studios who is Vice President. Ray Anderson, Personnel Director, Van de Camp's is the new Secretary. E. R. Paul, Assistant Industrial Relations Manager, General Petroleum Corporation is the Treasurer. Frank R. Powell was elected to the Board of Directors from District Five. He is Personnel Manager of the Vernon Works of the Aluminum Company of America. *Pirascope* for February, the monthly newsletter of the Association, is ten pages of news and notes.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO held a dinner meeting in March at which time they were addressed by Mark L. Putnam, Manager of the Department of Industrial Relations and Personnel at Deere & Company, Moline, Ill. His topic was "The Point of View in Personnel Administration."

THE COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK publishes a *Bulletin* on Personnel Management. This is put out

by their Personnel Management Bureau, directed by Gordon L. Thayer. The *Bulletin* contains items of interest to the member companies in the New York area. The subjects carried in the past eight months, since it was first published, include an outline of the New York Disability Benefits Law, information on severance pay, military service requirements and others.

THE HOUSE MAGAZINE INSTITUTE OF

New York City has done something new this year in putting their courses for industrial editors, which had formerly been held in ten afternoon sessions of one and a half hours each into two solid days of hard work. This was held at Columbia University March 26th and 27th. The idea is that people from out of town will be able to attend without excessive traveling. If this works out well this will probably be an annual affair.

Employee Magazines

SOUTH WIND REPORTER is published every other week by *Stewart-Warner Corporation* at the Indianapolis plant. This is a tabloid size 4-page newspaper. An unusual feature is a classified column in which employees exchange requirements for car pools, houses wanted and to rent, bicycles for sale and other personal details. Mary Lou Bair is Editor.

GAFFER is the name of the monthly magazine for employees issued by *Corning Glass Works* at Corning, New York. Howard E. Bahr is Editorial Director and Leon D. Cameron, Jr. is Managing Editor. The magazine is 26 pages about 9 x 12 inches, profusely illustrated and with many popular and interesting articles and items about employees.

BURMIL-REVIEW is a publication issued for employees by *Burlington Mills*, one of America's large textile manufacturers. E. L.

Rankin, Jr. is Editor. The March issue is devoted to *Burmil Communications*. This is a 3-page illustrated article describing every type of communication carried on in the Company including telephone service, mail room, teletype, public address system and many other methods such as the light signals set by the weaver to indicate to the loom fixer that her machine needs checking. *Burmil Review* is 24 pages and 4-page cover in size about 9 x 12 and handsomely printed.

EMPLOYEE RELATIONS NEWSLETTER is issued weekly by General Electric Company for management information is one of the very few publications of its kind. It is usually in four to eight pages, letter-size, giving information on labor relations and similar matters and circulated throughout the company among management people. Recent issues have devoted most of their space to wage and salary problems in light of the new wage stabilization regulations.

Current Publications

EMPLOYEE WELFARE AND BENEFIT PROGRAMS is the title of Research and Technical Report No. 7 issued by *Industrial Relations Center*, University of Minnesota. This is published by William C. Brown Company, Dubuque, Iowa, and is available from them

or from the University at \$1.00. It consists of 49 pages, well printed.

PERSONNEL ADMINISTRATION is the bi-monthly Journal for *The Society for Personnel Administration*, Washington, D. C.

Beginning with No. 1 of Volume 14, dated January 1951, it is issued in a new form. This is now a well-printed magazine in smaller size than formerly, about 5 x 7 inches. The January issue contains 60 pages and 4 page cover.

CIVILIAN PERSONNEL OFFICE, Philadelphia Quartermaster Depot has issued report No. 4 of "Your Human Relations Program." It is addressed to the workers at the Quartermaster Depot. It includes charts and tables on such topics as disciplinary actions, efficiency rating distributions, incentive program participation and a personnel program profile which compares the present personnel program with that of 1949. A one-page insert asks for an opinion from those who read the booklet. This criticism is to be returned by the worker to the Civilian Personnel Office, unsigned. We are indebted to Boris Blai, Jr., for this report.

ABSTRACTS AND ANNOTATIONS is the title of a monthly publication issued by the Library of the *Industrial and Labor Relations School* at Cornell University. The January 1951 issue is nine pages mimeographed and bound in a paper cover. This issue contains about 15 abstracts of articles which appeared at that time. One of them, "Employee Opinion Surveys That Help Management" by Guy B. Arthur, Jr. appeared in *Personnel Journal* for December 1950. Each issue also lists a number of new moving picture film or sound-slide films on industrial subjects. Favorable mention was also made of a new feature in *PERSONNEL JOURNAL* called *In Perspective*, which is contributed by Eileen Ahern.

PREPARATION FOR RETIREMENT is the title of a small booklet just issued by *Esso Standard Oil Company*, 15 W. 51st Street, New York 19. A letter from Stanley C. Hope, President of the Company outlines the purpose of this booklet.

PSYCHOLOGICAL BOOK REVIEWS is the name of a new quarterly journal whose purpose is indicated by its title. The first issue dated January 1951 contains 192 pages and lists reviews of about 45 new books and a bibliography of 450 to 500 book reviews. It is published from 31 Markham Road, Princeton, New Jersey.

TENNESSEE VALLEY AUTHORITY, in cooperation with TENNESSEE VALLEY TRADES AND LABOR COUNCIL has issued a bulletin called *Highlights of the Cooperative Program* describing the work of the union-management cooperative committees. It is made up mostly of brief reports on some of the suggestions submitted by labor or management and put into effect. Many of these are ideas for saving in various processes or for reducing accidents. The book is printed by Varitype and offset, with a number of sketches and illustrations describing the subjects dealt with. Harry L. Case, Director of Personnel of TVA, Knoxville, Tenn., writes that the booklet was prepared and issued at the suggestion of the union-management cooperative committee.

NEW HAVEN YMCA JUNIOR COLLEGE has issued a pamphlet *Suggest Promotion and Transfer From Within* which deals with the problem indicated by the title. There are many practical suggestions. Leon L. Lerner, Industrial Coordinator for the New Haven Junior College writes that the pamphlet was designed to help industry find employees for key positions. The address of the college is 15 Prospect Street, New Haven, Conn.

MAXIMUM UTILIZATION OF EMPLOYED MANPOWER is the publication of the *Industrial Relations Section*, Princeton University. This is a 54-page booklet containing a check list for Plant management and a full discussion of this whole problem. It can be obtained for the price of \$1.00 by writing to the Industrial Relations Section, Princeton University.

A CONFERENCE ON SENIORITY was held at the Vocational School Auditorium, La Crosse, Wisc. on Oct. 21, 1950. This was sponsored by the *University of Wisconsin, Industrial Relations Center* and the *La Crosse Vocational and Adult School*. Speakers on the program were F. H. Harbison, Executive Officer, Industrial Relations Center, University of Chicago, Lester Asher representing IBEW-AFL of Chicago and M. M. Homan, Assistant Industrial Relations Manager, International Harvester Company, Chicago. Joint Chairmen were R. W. Fleming, Director, Industrial Relations Center, University of Wisconsin and J. V. Coleman, Direction Vocational and Adult School of La Crosse, Wisc.

THE BULLETIN OF INDUSTRIAL PSYCHOLOGY AND PERSONNEL PRACTICE is the publication of the Department of Labor and National Service of the Commonwealth of Australia, Melbourne. A recent issue for December 1950, contained articles on reviewing employee rating, wage incentives and the evolution of a personnel policy, as well as book reviews and abstracts of articles from British and American personnel and management journals.

MANPOWER PLANNING FOR THE EMERGENCY is a report of Survey No. 1 of *Bureau of National Affairs, Inc.* by their Personnel Policies Forum. A questionnaire was sent in January to each of 160 personnel and industrial relations directors. A total of 151 replies were received and almost without exception the officials expected labor shortages before the year's end. However, no special concern is felt except for recruiting additional personnel in the highly skilled

and technical divisions. Most companies are now making plans for handling the expected shortage. New sources of labor supply include part-timers (housewives, students and minors) pensioners and "D.P.'s". About two-thirds of the companies are making plans to expand their training programs so that they can get increased production from their present labor force.

THE BIGELOW-SANFORD CARPET COMPANY has put out a pamphlet describing their pension plan. This plan was developed in an agreement with the Textile Workers Union and went into effect January 1, 1951. The booklet is made up of a simple description of the plan on the left-hand pages. The right-hand pages describe the plan in more detail. The left-hand pages carry pictures and the company has had them blown up to use as posters.

A RECENT RELEASE from the *National Industrial Conference Board* says that there is a need for new statistics to measure total labor costs. "The official wage data prepared by the United States Bureau of Labor Statistics does not include most so-called fringe benefits," says the Board. The fringe benefit payments now amount to about five cents of each wage and salary dollar and the number of workers covered by pensions, health and welfare plans has doubled.

"All of these extras may have no place in a series which is measuring the level and movement of current money earnings of workers. But, at the same time, the BLS figures grow less and less significant as measures of change in the total labor bill."

SITUATIONS WANTED

PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR: 9 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions, insurance, communication, supervisory training, discipline. Now employed as Labor Relations Director, multi-plant company, A.F.L., CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 40, Present salary \$7500. Will relocate. Reply Box 127.

ASSISTANT PERSONNEL MANAGER: 3 years diversified experience. Presently employed in plant of 550 men with contractual relations with 12 unions. Responsible for personnel selection and placement. Administrative Grievance Procedure. Cornell graduate. Age 27. Married veteran. Reply Box 122.

PERSONNEL ASSISTANT: 4 years experience—personnel records, administering tests, interviewing, etc. Vet. ag. 26—College Graduate. Write Mr. Milton Moskowitz, 71-12 35th Avenue, Jackson Heights, New York.

PLANT PERSONNEL—INDUSTRIAL RELATIONS MANAGER: 10 years industrial experience. Past 7 years directing a comprehensive program of personnel administration including employment, safety, training, suggestions, group insurance, job evaluation, wage and salary administration, labor relations. M.A. degree and graduate work. Married. Excellent health. Resumé on request. Reply Box 125.

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

PERSONNEL ASSISTANT: BBA degree in Personnel Management. Background contains among other courses, wage and salary evaluation, labor research and job analysis. Minored in economics. Age 23, living in New York but will relocate. Resume will be sent on request. Reply Box 128.

PERSONNEL ASSISTANT: Married, 29 year old veteran has AB background of sociology, other social sciences and some psychology and an MA training in social work including human behavior courses, statistics and administration as well as intensive training and field work experience in interviewing. Desires position in personnel work. Willing to start at beginning. Minimum salary open but dependent on opportunity for advancement. Willing to relocate. Resume gladly sent. Reply James Mays, 6520 Torresdale Avenue, Philadelphia 35, Pa.

PERSONNEL AND WAGE ADMINISTRATION: 5 years industrial experience in all phases of personnel administration. Thoroughly experienced in hourly and salary job evaluation. Have supervised salary administration plan covering 5000 employees. Now employed as Personnel Manager of comparatively small manufacturing company. Desire employment with larger company offering greater opportunity. Prefer eastern Pennsylvania or New York. College graduate. Single woman. Age 29. Reply Box 129.

PERSONNEL WORK: Five years experience involving extensive administrative responsibility as Dean of Men in mid-western University. B.S. and M.S. degrees from Indiana University in educational personnel work and psychology. Doctor of Education degree from Columbia University in student personnel administration and psychology. Seeking position in industrial training, job analysis or placement. Middle west, southwest or west coast preferred. Married veteran, Age 32. Complete resume on request. Box 130.

Continued on Page 8

HELP WANTED

PERSONNEL SUPERVISOR: Wanted for Southern Pulp and Paper Mill. Over a thousand Employees. Must have required academic background and experience in testing, hiring and general personnel and labor relations. Will also have supervision of insurance and safety. Excellent climatic location and opportunity. In replying state complete history and salary required. Reply Box 136.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 2

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EDWARD N. HAY, *Editor*

EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

JUNE

- 17-29 Pasadena, Calif.
California Institute of Technology. Fourth Annual Conferences on Management and Personnel Training. Robert D. Gray, Director, Industrial Relations Section California Institute of Technology, Pasadena 4, Calif.
- 26-29 Cambridge, England. St. Catherine's College
The British Institute of Personnel Management. Personnel Conference Management House, 8 Hill Street, London.

JULY

- 1-4 Oxford, England. Keble College
- 5-9 *People At Work*. Three Conferences. Miss M. D. Reed, Secretary
10-14 Robert Hyde House, 48 Bryanston Square, London, W.1, England
- 5-11 Brussels, Belgium
The International Committee for Scientific Management. Ninth International Management Congress. The National Management Council of The United States of America, Inc., 501 Fifth Avenue, New York 17, N. Y.
- 11-13 Ann Arbor, Michigan
The University of Michigan. Fourth Annual Conference on Aging. Dr. Wilma Donahue, Institute for Human Adjustment, Room 1510, Rackham Building, Ann Arbor, Mich.

Editor to Reader:-

THE LABOR PERSONNEL INDEX is a new service which many of our readers will find valuable. This is a semi-monthly, loose-leaf service indexing current material on labor relations and personnel. The index is arranged by subject under 20 general classifications with a detailed subject guide and index. For each item there is the title and reference of the magazine or book with a description of the article in 20 to 50 words. Of course PERSONNEL JOURNAL is one of the magazines reviewed each month. This service is issued by Information Service Inc. at 10 Warren Street, Detroit, 1, Mich. In looking through the March 15th issue I noted a number of articles that had not come to my attention before. One of these is "The Fallacy of Experience Rating" and another was a discussion of possible future labor demands for power in influencing management decisions outside the usual bargaining sphere. This discussion, by my friend Sam Burk, appeared in *Advanced Management* for March. He begins with the German steel workers current demand for "codetermination". The coverage of the Labor Personnel Index is very broad and it would be of assistance to anyone who wants to keep fully posted on current literature.

TUITION REFUND PLANS are widely used in Industry. *New York University* has just issued a Bulletin "Tuition Refund Plans in Modern Personnel Practice", which is based on a survey of 30 American companies operating such plans. The School of Commerce of the University is co-operating with business houses in establishing plans of this kind. Further information may be obtained from Howard Dresner, School of Commerce,

New York University, Washington Square,
New York 3.

WHAT IS THE UNITED NATIONS DOING that is of interest to personnel and labor relations people? The United States Council News of the *International Chamber of Commerce, Inc.* 103 Park Avenue, New York 17, N. Y., has issued a six-page mimeograph under date of April 6, expressing in very vigorous terms its opposition to views of "a group of U. N. experts", and titled "National and International Measures of Full Employment". The United States Council says in its report, "It is ironic, in fact shocking, that a publication of the United Nations should so frankly espouse even more economic nationalism than a large number of its member nations are disposed to adopt. Discriminatory import restrictions, exchange control and bi-lateral trade are actually praised by the U. N. experts. There is no mention of the fact that these practices have Nazi and Fascist origin and were rightly considered during the thirties to have been highly disruptive of international trade." The report of the United States Council comments "Such a price would probably be too high to pay for full employment even if it were necessary. We do not believe it is necessary. There is a quite different approach to the problem of full employment. . . . this alternate approach would encourage the expansion of private enterprise. . . ." Copies of their report, "Maintaining a High Level of Employment in a Democratic World" may be obtained by writing to Curtis J. Hoxter, Director of Public Relations, U. S. Council of the International Chamber of Commerce, 103 Park Ave., New York 17, N. Y.

EMPLOYMENT ON MERIT is the title of a handsomely printed 20-page booklet recently issued by the *American Friends Service Committee*, at 20 South 12th Street, Philadelphia. It discusses some of the problems encountered in the employment of minority groups. Copies are available at ten cents each.

HOW DO MANAGERS GET THEIR JOBS? The *General Electric* "Employee Relations News Letter" for March 16th says, "we have failed to make it clear that professional managers get into and remain in responsible management positions only by serving the balanced best interests of customers, workers, owners, government and the whole public. To be sure, management has been initially selected—and is paid—by the owners. But management and owners long ago learned that management's job is to serve, not merely the personal interest of stockholders, but the interests of employees, the public and government. The News Letter is printed for circulation among General Electric management and is issued from the Employee Relations Division at G. E. headquarters, Lexington Avenue and 51st Street, New York City.

PERSONNEL RESEARCH was the subject of my remarks recently. Herbert G. Heneman, Jr., Assistant Director of the Industrial Relations Centers at the *University of Minnesota* writes as follows after referring to that item. "For your information we have had a continuous research program known as the Triple Audit of Industrial Relations. We have conducted intensive audits in two department stores and seven manufacturing firms. Results of these preliminary investigations are going to be summarized in a bulletin to be released soon, called the "Triple Audit of Industrial Relations". We hope to continue these studies in the future and to go into many more firms". Some of our readers are familiar with the Triple Audit of the Minnesota Industrial Relations Center. Probably any audit is a good idea.

It is the attitude of searching one's soul that counts.

I LOVE TO MAKE CHARTS and have made hundreds of them in my day. Too bad Chart-Pak had not come along before I graduated from chart making. *Chart-Pak Inc.* of Stamford, Conn., manufactures some ingenious devices for quick and adjustable chart making. They furnish you with a laminated white board, embossed with rectangles—to keep you straight! Then there are tapes and rectangles of different sizes. The tapes unroll like scotch tape and will stick to the board. They are printed with lines and various devices that you otherwise would have to rule on the chart by hand. The rectangles may be put in the typewriter or written on by hand. Then the wax backing is removed and the rectangle may be stuck to the board. The resulting chart can be hung on the wall, or it can be readily photostated in quantity. The latest Chart-Pak gadget is a set of office templates drawn to scale with which you can lay out your office complete with desks, files and everything needed in an office.

THE CHANCE OF A LIFETIME is the title of an interesting British movie about labor-management relations. The April issue of *Factory Management and Maintenance* reports on this film in some detail. "The message is simple: you don't get anywhere by razzing the boss. Labor and management are both important and necessary—and progress is made only when they work together. Old stuff? Of course, but so is every basic labor relations truth. And the story is so believable and entertaining that it doesn't impress the viewer as either old or trivial." The story was filmed in a British manufacturing plant and many of the characters were workers in the plant. It is reported that the British Labor Government does not like the idea of the film but, as *Factory Management and Maintenance* says, "you will: so will your employees". The film is distributed by Captain Harold Auten, Ballan-

tine Pictures Corporation, 152 W. 42nd Street, New York.

DOING *Our Best* is the title of the March 16th *General Electric Commentator* and is issued from the office of L. R. Boulware, Vice President-Employee Relations, as illustrating the company's feeling that in recent years it has been doing its best for the interests of *all*-customers, employees, vendors, stockholders and government. These figures show the increases that have taken place in the past ten years.

Cost of materials—100%

Wages—100%

Cost of Money—84% (payments and Dividends to stockholders)

Taxes—385%

Price of our Products—50%

This "Best" seems like a very good performance indeed.

PSYCHOLOGICAL TESTS ARE A SNARE and a delusion—for the unwary. I have studied and worked with tests for more than 17 years and am continually discouraged with the serious errors of judgment being made even by professional people, let alone by those reckless fellows who do not consider professional advice or assistance necessary. Recently I have had occasion to study two tests issued by two well-known organizations and widely circulated throughout the United States. Both of these are called "clerical tests". They show that in general, persons who make higher scores make better clerks than those with low scores. However, these two tests are based on a serious fallacy: namely, that the more intelligent you are, the better clerk you are. Now as a matter of fact, this is so. But it is also true that persons of average and less than average brightness frequently make excellent clerks on *routine* work. The two tests in question, although called clerical tests, are actually intelligence tests, as is evidenced by the fact that both of them correlate from .7 to .8 with well-known intelligence tests. Instead of using tests such as these the em-

ployer should use *two* tests; first, a test of so-called "clerical aptitude" and which bears little or no relation to intelligence. This test will measure facility for simple clerical work, regardless of intelligence. Second, use a regular intelligence test to measure mental quickness, or brightness. This will be useful when promotions are available to jobs which are more complex or which involve supervision; for they will require somewhat higher intelligence. I say "somewhat", advisably; because a really *high* intelligence is necessary only for a very small proportion of all business jobs—probably not more than two percent.

A serious disadvantage of using tests such as the two widely sold ones referred to, is that by employing only the brightest persons available you turn away a large number of applicants who would make good routine clerks; and who would not, most of them, aspire to anything else. They would also be steadier and not become discontented as quickly as brighter people do when they find that they are restricted to routine tasks. These considerations become more important as the labor market tightens. And it is *always* important to make effective use of our human resources, not only for the efficiency of our national economy but also because of the great harm we do to people when we place them in the wrong job.

"LABOR'S FIRST PROFESSIONAL SCHOOL has just graduated its first students," says Bernard Roshco. Readers will be interested in his description of one of organized labor's new ideas.

"Professional school training for corporation executives has been long-established. Now, for the first time, a labor union is giving professional school training to men and women preparing for careers as union officials. The Training Institute of the International Ladies Garment Workers Union (A. F. of L.) completed its first year and graduated its first class this May. These graduates, twenty-nine men and four women, represent what may eventually

evolve into a major change in union personnel.

"The men who held their unions together through the lean '20's and conducted the strikes and organizing drives of the New Deal will need trained successors. David Dubinsky, president of the dressmakers union, summarized the problem in a speech at the union's 1947 convention.

"In the earlier years of the ILGWU, our leadership element was nourished chiefly in the tradition and the idealistic atmosphere of the old-time radical and socialist movement. That reservoir has gradually become exhausted. . . . The development of new leadership material is not a problem for our union alone. It is a serious matter and it faces the entire labor movement."

"A number of unions have training courses which are given to such officers as shop stewards after they have been elected by the membership. The dressmakers' Training Institute is the first attempt by a labor union to recruit promising young people and train them for careers as union officials. The dressmakers union allocated \$100,000 to the Institute for the first year. Arthur A. Elder, who formerly headed the Workers' Education Service of the University of Michigan extension division was appointed director.

"The students in the first class ranged in age from 21 to 30. A high school education was a minimum requirement. About half are college graduates and several hold Master's degrees. Those who are not college graduates are union members who have displayed leadership ability in their shops. Most of the students are New Yorkers, but a number come from other parts of the country. They pay no tuition, but have to support themselves. On field assignments they receive forty dollars a week to cover expenses.

"The curriculum is divided into seven months of class work and five months of

field training, in alternate periods. The class work consists of lecture courses and workshops. The lecture courses cover labor history, labor law, community problems and economics, and also specialized topics such as how to bring a case to the National Labor Relations Board, and the use of time and motion studies in garment pricing.

"In the workshops the students first learn general skills such as typing, the operation of a mimeograph machine and a movie projector, and deportment in front of a microphone. The second set of workshops concentrates on publicity methods, such as poster and leaflet preparation, the presentation of programs and material to different groups, and individual training in public speaking. A special workshop familiarizes students with garment construction and dressmaking methods. The teachers are principally members of the union staff, supplemented by a number of university professors.

"During their two field trips, the students participated in organizing drives in different parts of the country. They helped to solicit union members, organize shops and conduct strikes. Several students operated alone in small towns. Some students had experiences which were not an assigned part of the course. In Texas five students spent several hours in jail when they were arrested for blocking the sidewalk during a strike. A student spent a night in jail in New Bedford, Mass., while helping to conduct a strike.

"Upon graduation, the students have received jobs as organizers with ILGWU staffs in various parts of the country. The Institute reports that organizing directors have requested more graduates than it could supply."

Ned Hay

Letters From Readers

Readers seem to have been *reading* P. J. lately!—an encouraging situation for the Editor. Here are a few recent letters which seemed as though they would be of special interest to other readers.

"WHAT IS THE PURPOSE OF A SUGGESTION SYSTEM?" William S. Wilcox, of Employee Services at Socony-Vacuum Oil Company, has some vigorous comments on a recent article on this subject in P.J. He says, "The article 'Suggestion Systems—Symptoms of Failure?' in the March issue of PERSONNEL JOURNAL reveals an academic interpretation of suggestion systems, not handicapped by any practical understanding of how and why they operate. A summation and rebuttal of the text could be about as follows.

"(1) 'Management is supposed to have all the brains. If an employee does think up an improvement, it is a symptom that management has failed.'

"Comment: There is free enterprise and democracy in business *only* when all the talents, initiative and originality of *all* employees are solicited, encouraged and used to advance the objectives of the business.

"(2) 'Many people don't want to clutter up their suggestion systems with grievances, gripes and items pertaining to the personnel program.'

"Comment: No suggestion system worth the effort should lend itself to use as a grievance procedure. Where it is so used it is not a suggestion system in the accepted manner. It is a gripe box—a very poor substitute for a frank, honest contact. There are few if any successful companies in this country which encourage the use of the suggestion system for the purpose of griping.

"(3) 'Suggestion systems can help a great deal in solving immediate, short-run, human relations problems. But, in general, they cannot contribute much toward basic understanding.'

"Comment: There is no better way of achieving understanding than through the exchange of views between the individual suggestor and a representative of management about the application of a suggestion. In the two examples given the author 'sets up his own ducks' so far off course that they make little sense as applied to any practical experience.

"(4) 'One way would be to turn to the literature of the field. Generally, you encounter the flat statement that high morale and high productivity go hand in hand.'

"Comment: Generally where? A suggestion system has no direct concern with developing high morale.

"(3) 'Suggestion Systems should be accompanied by an expansion of human relations research.'

"Comment: Suggestion systems have worked successfully with or without personnel activities or programs; within or completely independent of personnel departments. They are neither related to nor in need of human relations research activities.

"For the author's guidance and possible surprise, I enclose what I believe to be a most practical and realistic interpretation of what a suggestion system is for."

THE OBJECTIVE OF A SUGGESTION SYSTEM

The purpose of a Suggestion System is to improve the efficiency of a company's operations. Suggestions that do not benefit a company's operations in some way should not be adopted because any element of charity and paternalism in the system will in time defeat the purpose of the System. Likewise, suggestions that do benefit a company should be paid for by some standard of value which measures the return to the company.

One very general error in evaluating a Suggestion System is to assume that any adopted idea is inconsequential in its effect upon an overall operation. Other than through the dramatic discoveries of science, experience proves that industrial progress is made slowly and for the most part through small improvements. Over a period an operation may undergo a complete change through minor improvements made one at a time. There is no industrial organization in this country that could afford to maintain a corps of experts sizeable enough to ferret out the number of efficiencies that are proposed by employees through a Suggestion System.

Another common misconception is that "a Suggestion System benefits employees and not their supervisors." By the nature of a supervisor's responsibility, he is rated by the overall efficiency and production of his unit. The larger the unit, the less probability that the innumerable small inefficiencies common to any and all operations, will ever come to the attention of the supervisor. Yet in total they can have a serious effect on the overall production of his operation. The incentive provided by a Suggestion System can enlist the help of every employee towards improved efficiency. If a supervisor has the skill and understanding to use this incentive, the operational benefits accrue to him because he is rated by the overall performance of his unit.

"YOUR COMPANY IS YOUR SWITCHBOARD" says Alan W. Farrant, of South Pasadena, California. "Your first line of public relations is the person answering your telephone! Prospective customers get their first impressions of your firm from the

girl at the switchboard. Regular callers know in advance the kind of reception they will receive, and if that includes an intelligent and pleasant answer you may consider your firm fortunate. Far too often the impression and service given the telephoning public by the switchboard operator is anything but favorable.

"Your girl has a much greater duty than merely saying, Blank Company and Thank you. Many incoming calls require some conversation. Perhaps she must explain Mr. Big is in Conference, or Mr. Little is out to lunch. She must ask questions to secure the information needed to know to which department the call should be channeled. Often she must be able to supply delivery dates of merchandise, state whether or not certain items are carried in stock, or if a particular type of service is rendered by her company. All of these things are of importance to the person on the other end of your telephone: they must be treated as important by the operator if the goodwill of the caller is to be gained or retained.

"No girl of the switchboard should have a voice that is high pitched, odd sounding, or in any way unusual. And particularly not one which grates on the ears of the listener. Nor should the girl sound as if the caller is imposing on her in making his call. Have on your switchboard, if you can, girls whose voices are like a breath of fresh air—girls who have a genuine appreciation of the importance of their job. The switchboard operator must realize that to most callers she represents the business itself. It is up to her to 'sell' the organization for which she works.

"Girls who are great kidders, flirts, or generally of the chatterbox type are detrimental to the good standing of any firm. The smart office manager will hire only such operators as he himself would like to talk to if he were phoning. This is not to say such girls are necessarily obtained by the simple expedient of calling your favorite employment agency. Such girls are, however, worth waiting for if a screening of the first few applicants reveals no one out of the ordinary.

"Being on the switchboard is more than just a 'job', it is a 'position'. Here, more than anywhere else in the organization, it is necessary to have the right employee."

"HOW DO I GET INTO PERSONNEL WORK?" asks Lester N. Sherman of 1553 Bryant Avenue, New York City 60. Like many another hopeful he has not found it easy. He says, "The average college man, after completing a four-year course expects to carve out a career for himself in his chosen field. Not so with the young man who considers personnel work as his goal.

"It has been said that personnel is a heterogeneous field. To this all-encompassing occupation men come from every conceivable background. According to a survey made by the City College of New York, personnel managers have entered the field with such varied backgrounds as osteopathy, foreign trade, mathematics, engineering, sales, social work, education, journalism, and accounting. Less than 15% of the personnel men have come to the work with training only in personnel. One of my old professors once asked: 'Would you think of hiring a chemist as an

accountant who had no accounting background? No, but this same chemist would be hired as a personnel man without any background in personnel'.

"When I started out fresh from college I had entertained the notion that I was a professional man who had majored in the science of personnel and that my job would be somewhere in my chosen field. Almost at once by dream blew up in my face. 'There is no such animal as the professional in personnel work. I don't see why they give it in school anyway. You haven't got a chance here. Forget about this idea and get yourself a more practical field', advised this sophisticate in personnel matters, the employment agency interviewer.

"It certainly was a shock to think that four years of my life were wasted studying for a career in personnel. 'No such animal as the professional' kept ringing in my ears. It wondered at those opportunities industry had to offer the graduate skilled in scientific management. While at college, hardly a week had passed by without some successful industrial representative extolling the career of a Personnel Man. 'To those who show interest and ambition in the field management offers opportunities,' echoed through the halls and to the outside of the ivy covered walls. On the contrary, modern management has not become sufficiently modernized to recognize personnel as a career."

I sympathize with Lester Sherman. But I can see the attitude of the businessman-employer changing, steadily if slowly. Specialized personnel training is becoming more and more necessary.

"HOW DOES A WOMAN GET INTO PERSONNEL?" asks Elaine Keating of 6350 So. Ada Street, Chicago 36. "From reading your 'Situation Wanted' and 'Help Wanted' sections, I notice that few advertisements seek women, and I have also noticed that very few women advertise their services. Is there some reasonable explanation for this? I have one dependent and find it almost impossible to start in the business world from the very bottom. From my own experience, I have found that there is practically no other way to get a start, no matter what your previous business background might have been.

"Is there some place which might possibly offer a living wage to beginners in the field? For some reason or other, employers seem to realize that men with dependents need a reasonable income, but a girl with dependents is in a different category, and has the constant competition of girls who are living at home for practically nothing. In other words, business men are acting like business men—and are taking the best of the bargains available. But how does a girl like me get her start—or does she just stick out her secretarial position until her opportunity comes?"

My answer, Elaine, is that most women have entered personnel by way of secretarial jobs. I have been responsible for a number, myself. How to improve opportunities for women? Frankly, I don't know. Does anyone have a suggestion?

The interests of labor, management and stockholders can be harmonized at every point except in the division of the last dollars of profit. At this point only a profit-sharing plan will do the trick. Here is a report on the experience of a liberal-minded management with profit-sharing.

Partnership Through Profit-Sharing

By J. J. MORROW, Director of Personnel Relations,
Pitney-Bowes, Inc.

THERE could hardly be a more opportune time to present a brief for profit-sharing as a main plank in any industrial relations platform. Its greatest value is the fact that it is a practical application of the principle which underlies all good human relations programs. It makes the employer, the employee and the investor partners, working from different points toward the same goal; and sharing accordingly in the gains, the losses, and the responsibilities. Properly publicized and explained, profit-sharing promotes the sense of participation and "belonging" which is at the root of whatever satisfaction we humans receive from being part of a team—industrial or otherwise. Profit-sharing is also a concrete incentive—provided employees understand the importance of being efficient and cost-conscious.

In learning about profit-sharing, employees learn at the same time the fundamentals of economics and business management. This kind of education, valuable at any time, will be a prime necessity throughout the nation as long as the economic soundness and morality of our free enterprise system are under attack. Profit-sharing has a tremendous potential value to free enterprise, and to the entire economy, which may one day be realized if true profit-sharing becomes the rule rather than the exception. Personal earnings tied more closely to profits would mean an increase in purchasing power when goods and services (the source of profits) increase, and a corresponding drop in purchasing power when goods and services decrease.

NOT A SUBSTITUTE FOR FAIR PAY

This flexibility might well be the answer to the problem which has plagued the postwar period: how to maintain any sort of natural control over the rigid, step-like rise in wages and prices which has reduced so drastically the value of our medium of exchange, without in any way adding to our real wealth.

Profit-sharing could not and should not, however, replace adequate pay rates; and should be carefully dissociated, in employees' minds, from wages and salaries, in order to serve as an incentive to extra effort and efficiency on the job. Neither does it replace a good human relations program, or make up for a limping one. To be effective profit-sharing must be thoroughly understood by the sharers.

There are many ways to share profits with employees. As long as the plan adopted by an employer is suitable and practical for his particular organization there is no reason why it should not be successful. The sharing of profits can often be an evolutionary process, becoming more complex and ambitious as a business grows in size and stability. This was the case with our organization.

Profit-sharing began at Pitney-Bowes fifteen years ago with an annual year-end, or Christmas bonus. This is probably the most widely used form of sharing, although it is not always identified as "sharing" by either employers or employees. Our Christmas bonus was replaced in 1946 by an adaptation of the "Wage-and-Salary Dividend" idea. This change was the outgrowth of the conviction of our president, Walter H. Wheeler, Jr. that there is a close relationship between our stockholders' investment of money in the business and our employees' investment of a portion of their lives. He believed that this relationship could be recognized fairly if the size of the profit-sharing remaining (if any) were the basis for computing Wage-and-Salary Dividends to employees.

The Dividends are declared quarterly by our Board of Directors at the same time as the stockholders' quarterly dividends; and may either be taken by employees at the time they become payable, or left with the company at three per cent interest. The first Dividend was computed at seven per cent of quarterly base pay for employees with three or more years of service, with proportionate amounts for those with less service. Although there was a contingency reserve, the company was then actually operating at a loss because of its conversion back to the civilian manufacture of postage meters and mailing machines; and this was explained when the first Wage-and-Salary Dividend was announced. Employees were also told that the size, and existence, of future dividends would depend greatly on their efficiency and cooperation, and upon the company's ability to keep a proper ratio between profits and the number of people on the payroll.

No regular Wage-and-Salary Dividend payment has yet been skipped. In addition, since 1947, Pitney-Bowes has paid both an extra year-end Wage-and-Salary Dividend and an extra stockholder dividend.

RETIREMENT PLAN INCLUDED

The evolutionary process continued with the addition, early in 1948, of a trusteed pension plan as a deferred profit-sharing payment, operating along with the Wage-and-Salary Dividend plan and replacing a retirement insurance which had been carried by joint company-employee contributions. The Retirement Income Plan is financed solely by actuarially determined company payments into a trust fund from

which lifetime incomes are paid to retired employees. The plan is generous, and provides retirement incomes based on length of service which, when added to social security benefits, range—for employees of long service—between 33 per cent and 67 per cent of employees' earnings averaged over the highest paid consecutive ten years of employment. Sums paid into the Retirement Income Plan, although predetermined according to the plan's requirements, take the form of profit-sharing declarations made simultaneously with declarations of stockholder dividends and Wage-and-Salary Dividends. After the necessary amount has been set aside for the Retirement Income Plan, the remainder of the profit-sharing sum is divided among employees as Wage-and-Salary Dividends. However, any inroads the Retirement Plan has made upon the cash dividends have to date been small. Both profits and total profit-sharing (pension plus dividends) have risen steadily; and the ratio of profit-sharing to profits has risen too. In 1947 this ratio was approximately 20 per cent. For 1950 it was about 22.5 per cent. Profit-sharing, in 1950, totaled \$1,145,000, with \$550,000 of this sum paid out in Wage-and-Salary Dividends to approximately 2700 employees—27 per cent more than the \$432,000 paid in 1949. While the Wage-and-Salary Dividends have fluctuated between 6.75 and 7.5 per cent of employees' base pay over the past three years, the increase in the wages and salaries on which they are based, together with growing profits, has actually had the effect of increasing dividends substantially.

Nevertheless, we considered that part of the value of the profit-sharing plan as an incentive was being lost through lack of a direct and obvious relationship between dividend payments and profits. This led to the latest step in our profit-sharing evolution: the approval by the Board of Directors of a new Wage-and-Salary Dividend plan which was announced late in 1950. The revised plan bases dividend payments on a percentage of quarterly operating profit set aside by the Directors. The first declaration of 1951 was for 25 per cent of operating profits; and we hope and intend to maintain the same percentage. However, should profits rise, or fall, the percentage—and individual dividend payments—will do likewise. Besides increasing employee awareness of the true nature of the dividends, it is hoped that the direct profit tie-in, and the consequently greater possibility of quarterly fluctuations in payments, will give added impetus to efficiency and economy-mindedness.

OTHER CHANGES

The revised plan also incorporates several other changes. Dividends may be left with the company indefinitely at three per cent interest, rather than until the year's end as provided under the former plan. An employee working on direct incentives will now receive dividends computed on 75 per cent of his total earnings rather than his base rate, unless the latter is higher. The new plan applies to all employees except officers of the company; and dividends for supervisors and executives not working under any other form of incentive compensation will be based on "weighted", or

multiplied, salaries—the weightings ranging from 1.2 times to a maximum of 5 times, depending upon the size of the actual salaries. As they rise on the supervisory or executive ladder, management employees' responsibility for the well-being of the company increases accordingly. Because of this fact, a correspondingly greater portion of their total pay should be dependent upon the company's financial condition. As the new plan stands now, elimination of all Wage-and-Salary Dividends would take away about 6 to 7 per cent of the average employee's total compensation, while management members would lose up to 30 per cent of theirs.

The basic concept of the plan remains the same. The workings of the new plan, and the reasons for the changes, have been thoroughly explained to employees. Should the time come when dividends fluctuate downward, rather than continue their present upward trend, we are confident that all those who make up the organization will consider this a stimulus, rather than a deterrent, to their combined efforts.

The material value of profit-sharing to a firm which has adopted it cannot be measured statistically. It is interesting to note, though, that each seven weeks in 1950, Pitney-Bowes' total business equalled the amount for an entire average year from 1935 through 1939. In addition, productivity at Pitney-Bowes has increased an estimated 40 per cent since the war's end, while our prices have so far risen by only 26 per cent. Meanwhile, the stockholder dividend rate has increased from 50 cents to \$1.00 a share. Of the many factors involved in our organization's growth, we think that profit-sharing is well up on the list.

The growing attention which is being turned upon profit-sharing is perhaps best illustrated by the recently formed Council of Profit-Sharing Industries¹. With a membership comprised of companies which share or are interested in sharing profits, the Council is actively and effectively promoting the profit-sharing principle and helping to guide its member companies in the administration of their plans. Genuinely dedicated through it is to the cause of profit-sharing, the Council does not consider it an industrial or economic cure-all.

Because it involves the delicate balance of human relations, profit-sharing should only be undertaken with real sincerity of purpose. Without belief on management's part that the employee *is* a participating member of the team, the employee will not believe it either. Any industrial relations program without sincerity is merely a sort of bribe; and this is particularly true of profit-sharing. It is a grown-up concept for truly grown-up people—and industry's own social maturity will most certainly be measured by the rate at which it adopts the principles on which profit-sharing is based.

¹The Council of Profit-Sharing Industries, First National Tower, Akron 8, Ohio.

When a successful personnel administrator turns professional teacher what kind of teacher does he make? Here is an examination question given to Engineering Seniors at Yale by Professor Tom Spates, formerly Vice President, Personnel Administration, General Foods Corporation. Following it is the excellent answer made by B. T. Eskridge, a student.

Teaching Personnel at Yale

Yale University
Term Examination
Jan. 20, 1951

Personnel Administration

*The following question, No. 1, counts 60 points.
Time suggested—1 hour.*

In a southern New England community of about 75,000 population is a manufacturing business employing from 1,000 to 1,200 employes. For fifty years they have been engaged in making and selling nuts and bolts.

It has been a family-owned and managed business. Although the market for their products has been constantly expanding, their sales have remained about level for the past five years. It has become increasingly difficult to maintain an adequate roster of high quality personnel in both office and factory.

Age and service of the majority of supervisors is relatively high. It has been customary over the years to pick supervisors primarily for technical ability. About twenty-five per cent of the employes are women.

The plant is one of a few in the community that is not organized. This is presumed to be due to the loyalty of older, influential employes to the head of the family, who had served for many years as president and general manager until his death a few months ago.

His administration had been characterized by a sort of paternal philosophy of "what they don't know won't hurt them". He had been impatient with conferences and other "new-fangled" ideas. He had maintained what he called an "open door" policy which had encouraged some supervisors to go to him occasionally around the head of their department.

The employment manager, aided by a clerk, and the first aid nurse reported separately to the treasurer who was not particularly interested in these functions and had gradually turned them over to the assistant treasurer.

With the death of the head of the family, several members of the family gave expression to their pent-up feelings of dissatisfaction with the way things had been going. They insisted that new and young blood be added to the management circle.

Accordingly you find yourself as assistant to the new president and general manager, who was selected from among the more progressive members of the family and who has been in charge of the production end of the business for some years.

Point out the faults revealed in this situation.

What would you do, and why?

The timing and sequence of your actions are important as a manifestation of judgment.

This is the answer by B. T. Eskridge, one of the students and it's a good answer too.

In going into the company I would first try to prepare myself in advance for what I realize would be a long and often hard job, with possibilities of many disappointments, but a conviction that the personal point of view is the largest single factor needed in this organization— I would try to view the position as a real challenge and an opportunity to prove the validity of the personnel point of view; the view that what people really need is better understanding of each other, and that with this greater understanding comes a spirit of unity on a work team and resulting higher performance and efficiency at all levels of the company structure.

I would first try to get as much insight into the situation as possible—try to find all the facts and begin to look beneath them for the *causes* of problems which exist. I would then try to satisfy myself on just what the problems are. Some of the obvious faults revealed in this situation are:

- (1) Difficulty of maintaining adequate roster of quality personnel.
- (2) Age and service of supervisors is high, and their choice has been by technical ability rather than by consideration of other equally important factors—ability to handle relations with people.
- (3) Recognize special situation in having large percentage of women workers—prepare myself to think later of necessary special considerations.
- (4) A problem may arise soon concerning unionizing of my plant, now that the head of the family is gone and the loyalty through him to the company.
- (5) Realize that there has been no clear policy and objective in the company—begin immediately with the new management head to work out consistent policy which is well publicized up and down the line.
- (6) "Open-door" policy previously in use must be expanded into definite channels of communication and complaint which run from the bottom up to the top of the company.
- (7) Employment manager function relegated to unimportant place—suggests that possibly other areas also being neglected—set up a clear organization chart soon.
- (8) Owners dissatisfied with entire state of business—must prepare to make clear the relation of the responsibility of new management to the owners.

GAIN CONFIDENCE BEFORE MAKING CHANGES

After studying back over my existing problems I begin to realize that the changes needed are extensive and many. Realizing the fact of people's unwillingness to see changes which affect them but which they do not understand well, I would

strive to first set up a simple method of assuring communication to all employees of every move I propose to make. I might use first a newsletter or company organ which is supplemented by bulletin boards to assure information.

I would begin trying to gain confidence of the top management official in the validity of the personnel point of view in tackling problems, and attempt to work with him in outlining a *policy* which is vitally needed in this organization. After winning his approval of the idea of consultative supervision (quoting results in firms where its use has been highly successful), I would call a meeting of all the levels of management and outline our general ideas on policy, ask for their suggestions, and assign them the job of writing descriptions of their own departments for the purpose of setting up a clear organization chart. These leadership conferences would continue as we worked out a policy together, and investigating the obvious weaknesses in the organization set-up at present we would develop a clear-cut organization chart showing clearly the inter-relations of different groups, showing the direct line of authority and of responsibility from the top down to the individual workers. We would see that no overlapping of responsibility occurs, and that each single unit in the firm is confined to a single function.

REDUCING POLICIES TO WRITING

By now it is hoped that we have gained sufficient management backing of the personnel viewpoint and its importance that we can go further. The policy has now been agreed upon by management and the owners, and has been reduced to writing, purposes and objectives of each department clearly defined—this comprehensive policy would be printed in a handbook and issued to every employee. It would contain our decisions regarding company policy on establishing and maintaining an effective work force—methods of recruitment, selection (using tests to indicate (1) performance ability, (2) aptitude for future growth, and (3) personality), placement; methods of induction and training, stressing the essential nature of training in accomplishing the three major shortcomings in industry—lack of knowledge (don't know), lack of skill (can't do), and lack of proper attitudes (don't care). The company policy would be made clear regarding individual standards of absenteeism and tardiness—and about rules of conduct, with clearly prescribed manner of discipline which would have as its motive the establishment of self discipline through team spirit. Our policy regarding the essential nature of health and safety would be made clear—we would demonstrate by action as well as word our interest in the employee's welfare as regards safety and accident prevention, with technical safeguards in dangerous areas, and hand-eye coordination tests where accident-proneness is revealed. We would make clear our policy of wage and salary administration, and our policy for transfer, promotion, downgrading, and layoff.

But before the handbook is handed out (we realize that the whole series of changes coming at once might arouse dissatisfaction) we will have supervision

training conferences where the person-centered approach is stressed, and try to improve relations between the vital key point of the foreman and his workers. The foreman will begin to talk personally with the workers about our new ideas and constantly request *their* suggestions on these issues which so vitally affect them. Now the handbook is ready for release and it is hoped that many of their own ideas will be found as they read and gather a clear idea of their own place in the organization.

PERSONNEL IS A SERVICE FUNCTION

I will strive to remember that mine is entirely a service function and confine my job to advising the line and letting decisions and responsibility remain *there*; but at the same time I will try to keep my finger on the pulse of the company—what I can learn from production reports—accident, tardiness, absentee reports—rate of turnover, layoff, promotion, and discharge, and hence get an indication of the level of team morale.

In meeting some of the specific problems I will try to get management approval for an employee rating system—to be first used in setting up criteria for new and successful foremen. I shall continually check employee morale and if they *do* accept unionization I shall attempt to help management see that the union will *help* our company in furnishing yet another line of communication to the workers—I shall recognize the union as a new aid to understanding employees and their problems. Regarding the old "open door" policy, we will set up clear lines of communication, clear grievance and complaint procedure, and possibly a suggestion system to help employee participation in the problems that affect them.

And lastly I shall try to realize that my plan will have many short-comings and will be short-sighted at times—I shall try to *learn* from each mistake I make, and keep my mind flexible and alert to new understanding and new insight into *people*. I shall retain my conviction that people can achieve more happiness for themselves by understanding their fellow workers and at the same time help my company in its basic motive of efficient operation for profit.

There is a close relationship between job security and quality production. And job pride is stimulated by identifying the employee directly with the product. It is not always easy to dramatize this to the employee. How two companies show their employees the importance of quality in their work is reported here.

Quality Workmanship Today: Is It Possible?

BY WADE E. SHURTLEFF, Associate Editor, The
Bureau of National Affairs, Washington.

THE trouble with employees today," laments an old timer, "is that they just don't take any pride in their work. It's a shame how they turn out sloppy, careless work."

"That's right," remarked his crony. "My father was a furniture maker, and you just can't buy furniture for any amount of money today like he made."

"Amen!" adds the production manager of an automotive parts manufacturer. "These button-pushers in our plant turn out their quota of pieces every day and don't give a darn whether they are over-sized, under-sized, or what's wrong."

If these men are correct, then the question facing us is: Why did the furniture worker of yesterday take so much pride in his work, whereas the employees of today in the automotive parts plant take no interest in quality?

"The furniture maker made the whole product, the chair, table, or sofa," answers a personnel director. "He could take pride in the final product and truly say 'I made this.' From beginning to end—making the frame, cutting the cloth, tacking it to the frame, and all the other operations—it was the product of his handicraft. Furthermore, he often knew the customer who purchased his final product.

"But compare his work to that of a turret-lathe operator in the automotive parts factory. He works on a small part which, along with thousands of other parts, goes to make up an automobile. The part is brought to his machine and he performs a single operation and the part moves along the line to be worked on by others. Who can look at the finished product, a new car, and say 'I made that.' Thousands of workers contributed to making it, but in an impersonal sort of way. Some of these men have never seen the finished part on which they worked, much less its relation to the automobile. Each worker is merely a small unit in a large production process

through which parts are manufactured in plants throughout the nation for subsequent shipment to Detroit and assembly."

QUALITY AND THE EMPLOYEES' SELF-INTEREST

You can look at such a problem as an inevitable outgrowth of our system of mass production and say it is a necessary evil, but one that is more than counter-balanced by the material benefits of modern technology. Or such problems can be accepted by you as a challenge just as intriguing as the invention of mechanical improvements. And progress is being made by managers who have accepted the challenge and are striving to recreate some of the old-time pride in quality work.

"When we receive a shipment of your washing machines we have to retrace our steps to the union station and pick up the loose parts which fall off enroute."

This was the essence of a letter written by George Cryle, a midwest distributor for a large electrical appliance company. The distributor was thoroughly disgusted with the careless workmanship on the appliances and concluded his letter with the announcement to the president of the appliance company, Theodore Fisher, that he was going to discontinue distributing the company's line. Fisher realized that he had to obtain better quality production. But how? Closer supervision, better inspection, tighter quality control— all of these provided partial answers.

The problem was: how could he gain the cooperation of his employees in obtaining better workmanship?

He considered various orthodox ways. He could run a quality control contest, awarding prizes to departments with the least number of rejects, scrap, and rework. Posters emphasizing quality could be used. Stories about the importance of quality could be published in the employee publication. He could appeal to the pride of the workers. The union could be warned that offenders would be disciplined.

All of these methods fell short, in his opinion, of dramatizing to the individual employee the relation of quality to his or her own interests.

Here's what he did.

Fisher called in the union committee the next morning. He read the distributor's letter to them. He told the committeemen that the midwest distributor sold approximately 1,000 washing machines a month. Until the distributor was replaced it would mean that a specified number of employees would be laid off. The management would suffer. So would the employees. Perhaps it was too late to pacify the distributor with promises about future shipments. He didn't know. And with that he gave the chief shop steward five round-trip railroad tickets for the afternoon train to the city in which the distributor was located.

THE UNION DOES THE SELLING

"Here are the tickets," he said, handing them to John, "suppose you go and explain to Cryle what's wrong. If you can persuade him to keep our line, you've

saved some jobs. I don't care how you do it, or whether or not you go. It's up to you."

The union spokesmen saw the distributor, and they sold him. They sold him on the basis that they would see that hereafter he would receive good machines. Furthermore, they kept their promise. And the men in the shop were told, not by the company, but by the union why good quality was necessary.

Fisher had achieved his objective of dramatizing to the employees in the plant the link between their own job security and turning out good quality production. More than that, he had accomplished two other objectives. First, he had provided a good, practical lesson in business economics to his union committee. Second, he not only saved a distributor, but he improved manufacturer-distributor relations. The distributor, who had not known of the union's committee visit until they appeared at his office, was thoroughly impressed by meeting the men from the shop who made the machines. To this very day he talks of this visit. It's a toss-up as to who was impressed the most: the president of the company, the distributor, or the union committee.

During wartime patriotism can serve as a strong incentive to turn out good quality war goods. But even then it is not easy for the individual employee who is making parts to appreciate the necessity of good workmanship.

DRAMATIZING POOR WORK

An aircraft parts manufacturer, John Dooher, was faced with just such a problem. A substantial number of valves were being rejected by the Air Force as being faulty. Patriotic posters were posted. Foremen attempted to impress their employees with the necessity of producing good parts. The public relations people tried their hand at writing slick paper, patriotic appeals. But the rejection rate continued merrily on its way up.

George Draper supplied the answer. A company employee serving as a pilot in the Air Force, Draper was home on military leave and visited the plant to see some of his old buddies. "Is this gimmick of any importance," Dooher asked Draper, picking up one of the valves. "You're darned right it is," Draper replied, "because if that thing goes blooey I'll be piloting a flying incinerator."

An hour later Dooher had the entire work force in the cafeteria to listen to Draper tell just how important the little valve they made really was. It wasn't a prepared talk. It wasn't polished. But it was sincere. And it was effective. The reject rate fell.

Why?

Because Draper stressed the importance of their work. What was formerly merely a gimmick to them, now was seen in its true light as being a pretty important cog in a fighting machine. One on which the life of a pilot and his crew depended, and the pilot was not just an impersonal lieutenant. It was George Draper, a guy they knew.

The importance of quality to the product user sometimes has to be dramatized in a less spectacular method.

Herb Johnston, the personnel director of a bicycle manufacturer was in the factory's retail sales office when a freckled youngster came in with his two-wheeler. "My bike won't work," the lad told the salesclerk between sobs. "I rode it once after my mother gave it to me for Christmas, and then it broke."

Stirred by the youngster's grief over the broken bicycle sprocket, Johnston took him into the plant to have it repaired. The workmen consoled the boy, fixed the bike, and assured him it wouldn't break again.

Johnston hadn't planned this scene to dramatize, from an emotional standpoint, the desirability of assembling good bicycles. It just happened. But he realized its effect. The men in the shop could visualize the final consumer of the product they were making. They could picture the freckle-faced kid as their own. They could appreciate the heartbreak resulting from a broken bike.

The return rate of faulty bicycles has dropped. But when a youngster does bring one in, out in the plant he goes with it to have it fixed by the regular employees.

Sometimes it is possible to personalize the work of an employee despite the fact that he is merely making a part of the whole.

Robert Kyle, the editor of a trade paper, found the key to better research and reporting in just such recognition. The magazine was staff-written and the articles unsigned. They were good, but not up to the standard of which Kyle believed his staff was capable. How could he stimulate his editors to do a better job?

He found the answer when George Brown wrote an outstanding history of the glass industry. Kyle ran the story with Brown's name by-lined. As blasé as newspaper men are assumed to be, his staff began turning out better copy. Why? Because they, too, were looking for a by-line. Ultimately Kyle ended up by by-lining all stories. The incentive to do a good job, he found, was far greater when the story appeared under the writer's name than when it was merely an anonymous staff-written article.

INDIVIDUAL RECOGNITION OF QUALITY WORK

Harold Olson initiated a quality control program in his machine shop by posting a chart above each machine indicating the percentage of work passing inspection. The idea was to stop excessive scrap by frequent inspection. It was not thought of as a method to "get the goods" on the scrap makers. Rather, it was intended to prevent defective work which might be due to poor materials, faulty machine operation, improper set-up, or employee error.

This running record immediately served as an incentive to many of the operators to turn out better work. The average employee took pride in seeing a low percentage of scrap and rejects chalked up on his card. Those men who had high scrap records were regarded by their fellow-employees as inferior workmen, and soon many of them began to improve their records as a result of this social pressure.

Seeing the pride his employees took in quality workmanship, Olson would stop on his tours of the plant and compliment the exceptional employees. Other means were also used to recognize good work. "Quality Men of the Month" became a regular feature of the employee publication and would carry the pictures, records, and brief biographies of quality producers.

Today "quality" is a word in common usage, not only in the plant, but in the community. Olson has even built up his advertising around quality production, often running full-page advertisements entitled *Meet The Men Who Build The Highest Quality Appliances In The World*, and showing the pictures of various groups of employees. Proof of the success of his program is also shown by the fact that the most highly skilled men of the community try first to obtain employment at Olson's company, employment itself being recognized by the community as a mark of prestige.

These managers are dramatizing to the individual employee the relation of quality to his or her own interests. They are showing the workers in their plants the relation of the parts on which they work to the final product. The importance of quality production to the final consumer is being stressed. And they are recognizing good workmanship on the part of individual employees.

SITUATIONS WANTED

(Continued from page 80)

LABOR RELATIONS OR PERSONNEL ASSISTANT: B.S. in Psychology. M.A. in Labor Relations and administration. Vet. 1 year experience personnel manager small corporation. Seek opportunity, minimum salary for responsibility. New Jersey, New York or relocate. Reply Box 135.

MARKET RESEARCH & ANALYSIS: Presently employed—experience in both public opinion surveys and employee attitude studies—including questionnaires, coding, tabulating, IBM, analysis and interpretation. Trained in report writing and presentation of survey results. Age 29, married, BS in Commerce with emphasis on market research and analysis; no reserve status. Detailed resume on request. Reply M. L. Greenberg, 603 Church Street, Shenandoah, Iowa.

PERSONNEL: 26 year old married man. B.A. & M.A. All work except dissertation toward Ph.D. Three year college teaching experience coupled with student counseling. One year prison administration. Seek employment in Columbus, Cincinnati or vicinity. Reply Box 137.

PERSONNEL AND INDUSTRIAL RELATIONS: B.A. in Economics June 1949. Presently doing graduate work in labor and personnel at University of Chicago. Vet. Age 31, Married, 1 child. Prefer Ohio, Penna., West Va., New York or Maryland. Personal data on request. Reply Box 138.

PERSONNEL ASSISTANT: Broad background including engineering. Columbia MA in vocational guidance (courses in personnel administration, vocational testing and counseling, psychology, statistics, etc.). Would like to take part in well-rounded training program. Looking for company really interested in dynamic personnel program. Desirous and capable of conducting research in field. Age 27. Veteran. Married. Resume gladly sent. Reply Box 140.

MANAGEMENT EXECUTIVE AVAILABLE: Heavy experience in personnel and industrial relations, including contract negotiations with national unions, grievance handling, employment, job evaluation, employee benefits; also accounting and office management. Available as labor-human relations executive or as staff assistant to top management executive. Christian, white, 50, healthy, vigorous, young ideas. Salary open, security and future prospects factors. Willing to relocate, to travel. For resume write on letterhead to Box 141.

In the April issue Mr. Liveright described the use of role playing. Here he tells how skits can add color and action to fairly large meetings and gives suggestions for planning skits.

Skits in Leadership Training

BY A. A. LIVERIGHT, University of Chicago.

THE term "skit" usually indicates a simple dramatic presentation that a group itself develops and produces for other members of the group. Situations and characters are agreed upon and defined, but dialogue is not memorized. Characters in a skit usually develop their lines during the act itself.

Skits may have any number of characters and may be presented for any size group. Some skits are elaborate and have costumes, songs, or music. Others are very simple with no props or scenery. They may, on occasion, be developed spontaneously, but usually they are carefully planned.

The line of distinction between skits and role-playing is an extremely fine one. Therefore many of the points made about role-playing also apply to skits. Some of the examples of role-playing might even be regarded as skits. As the term is generally used, however, a skit differs from role-playing in several respects. Skits are useful in dramatizing a situation or a broad problem; they're less helpful in stimulating discussion about human relations or in providing a backdrop for analyzing a problem. Skits need not grow directly out of the discussion of the group. Sometimes they help call attention to a problem or situation which has not been raised before. A skit may be presented to illustrate or dramatize a point, or simply to entertain a group; it may not be followed by discussion. In a skit, you can omit various steps that are necessary in role-playing—like setting the scene, working out the characters, briefing the audience and discussing what happened. Ordinarily—not always—skits take considerable preparation. They usually involve more characters than role-playing and situations are often more complicated.

WHY USE SKITS

Skits can be used to dramatize problems, to act out successes or to emphasize weaknesses and errors. They thus help dramatize a subject so people will remember longer.

Skits do not have as many uses in union leadership training as role-playing. The ordinary skit put on before a fairly large group with little or no opportunity for follow-up discussion will not necessarily develop skills, develop understanding

of group situations, make for a better understanding of other people's points of view or prepare a group to meet future situations. A good skit, however, should achieve these results:

- (a) present a situation for analysis,
- (b) present it in such dramatic form that it has a greater impact on the group,
- (c) stimulate involvement and participation since members of the group may identify with characters in the skit,
- (d) present alternative courses of action.

Dramatizing a local union meeting makes a good skit. At one educational conference the question of local union meetings was discussed. Instead of inviting a speaker, the group decided to enact a local meeting. About ten members volunteered to take part, and a lunch meeting to plan the skit was arranged. The group decided to burlesque a regular meeting and assigned various parts. They discussed some of the usual mistakes made at local meetings and assigned people to various tasks. Assignments included endless reading of correspondence, tardy opening of the meeting, a dull financial report, refusal to recognize speakers from the floor, interruption by the international representative, reports for five different committees by one member, and the like.

That night the skit was introduced by the chairman of the evening. He announced that this was a carefully prepared demonstration of a perfectly run local union meeting. Before two minutes had passed, the group got the pitch. The session was hilarious. Everyone entered into the spirit of the mock session until it finally broke up in mild chaos. But the burlesqued session stimulated a lot of thought. Both at this conference and in later meetings, members of the group often referred to this skit. Several reported that they had actually gone back to their locals and, after they discovered how close the burlesque hit home, made some changes in local meetings. The skit made such an impression on the group that they re-enacted it at the National Convention the following year. Again it had an enthusiastic reception.

This example—and others which might be cited—indicate that skits which appear to have value primarily as "horse-play" may also have some real carryover educational value.

HOW TO USE SKITS

Many of the tips on role-playing go for skits as well:

1. Plan skits

Don't try to develop them on the spot. Since skits usually involve more characters and more situations than ordinary role-playing, such pre-planning is pretty important.

2. Don't try to write out all the lines

In planning a skit, agree on the points or problems various characters will bring out, and decide who will introduce the action. Arrange some cue lines or cue action so that each "actor" knows when to come in and when to leave.

3. Use an off-stage voice (a "narrator") to tie a skit together

The various acts in a skit can be pulled together, instructions can be given to the characters, actions left out can be explained. In dire emergencies, the narrator can even interrupt and remind the characters of something they have forgotten.

4. Use simple "props," but avoid elaborate scenery or costumes

Props and costumes which are merely suggestive fit the mood of a skit.

5. Don't underestimate the ingenuity and ability of a group

In almost any group of twenty-five union officers, there are several people who can help develop, direct, and act in skits. If your group is informal and relaxed, you'll have no trouble finding talent.

Many training directors still find it hard to believe that tools such as role-playing and skits are really educational. Frequent misuse of these tools may explain this skepticism. On the other hand, the use of role-playing in training programs both in industry and union groups—has increased enormously during the past ten years. The value of role-playing in increasing understanding, broadening attitudes and stimulating action has been pretty well proved.

Anyone who has seen these tools well used will testify that they stimulate participation. But there is a very real danger of being carried away with the tool and forgetting program goals. Don't build a program around *any one tool*.

The urge to act, to dramatize situations is universal. Use devices that utilize this universal interest. The importance of channeling such interests toward educational ends cannot be overemphasized.

This article consists largely of selections from a forthcoming book, A. A. Liveright, *Union Leadership Training—A Handbook of Tools and Techniques*, Harper and Brothers, 1951. Portions of the book are published here by special permission of Harper and Brothers.

BOOKS

(continued from page 72)

thought of the meeting. The observer then takes over and asks questions to get the group to evaluate their meeting. Finally plans are made for the next meeting.

One chapter describes the duties of the chairman—in this connection a verse is quoted from Lao-Tse—

"Of a good leader,
When his task is finished, his goal achieved,
They will say,
We did this ourselves".

Both planned and impromptu questions are used by the chairman to keep the discussion advancing instead of going around and around.

"Salvaging Problem Members" is an entertaining chapter full of good sugges-

tions. It is emphasized that it is every member's job to recognize the difficulties of the shy members and try to help them express themselves. Definite procedure is outlined to keep the dominating and talkative members in hand. There is a comprehensive chapter on the why and how of role-playing. Other chapters describe getting the most out of an expert's time, leading a one-meeting group and conducting a working conference. An appendix with examples from meetings and a training plan for leaders with a bibliography of Group Dynamics and allied texts complete the book, which is illustrated by amusing line drawings.

Doris D. Hay

In planning for industrial expansion the place of the Training Director becomes more important. New sources of labor must be tapped and inexperienced employees will have to be given extra teaching before they can be useful.

American Society of Training Directors' Conference

BY DORIS D. HAY

Most training directors are fairly young men. The occupation is constantly growing in scope, so each convention covers more ground. The atmosphere of lively people learning new things makes their conventions exciting affairs. At the 7th Annual Conference of the American Society of Training Directors which was held in Philadelphia, March 15th to 17th, more than 800 training men with a scattering of women were in attendance from all over this country and Canada. The leaders came from industry, government and education. The theme of the conference, "Employee Development," was expressed by Michael Kane at the first luncheon meeting, with the accent decidedly on the employee and his attitude toward his work, his supervisor and his company. Harvard sent two speakers. Dr. F. J. Roethlisberger, Professor of Human Relations, Graduate School of Business Administration, lead a workshop discussion illustrating the case study method of instruction. Ralph M. Hower, Professor of Business Administration at the Business School, described projects which are used to teach executives in the thirteen-week advanced management course. Another educator, Dr. Erwin H. Schell, Professor of Business Management at M.I.T. spoke on executive development.

Arthur Palmer, representing the Electric Power Engineers' Association of London, came from England for the Conference. With him on the panel on "Training in Anticipation of Bombing Attack" were H. E. Linsley, Associate Editor, *American Machinist* and J. W. Sundstrom of the Federal Civil Defense Administration, Washington.

The Chairman of the Conference was E. L. Burkhart of the Electric Storage Battery Company, Philadelphia. Conference co-chairmen were Harry F. Gracey, S.K.F. Industries, Philadelphia, J. S. Viche, Penna. Power & Light Co., Allentown, and W. L. Jarrett, Personnel Director of James Lees and Sons, Bridgeport, Pa. Mr. Jarrett is the President of the Pennsylvania Society of Training Directors. The President of the National Society is F. S. Laffer, of the Cleveland Graphite Bronze Company.

Subjects covered during the first afternoon were, inducting new employees, training female replacements and keeping employees informed. Wendell L. Nelson, Manager of Employee Community Relations, General Electric Company, Schenectady, described the General Electric Company's plan of round-table conferences.

By the way, I picked up a little epigram on communications which applied more to written communications than to spoken, but it is a good warning to those who practice both. "Beware of communications which impress rather than express."

WORK SHOP SESSIONS

A number of work-shop sessions on training new supervisors followed on the next day of the conference. Leaders from industry in the various workshops under this general heading were: Clarence M. Overholtzer, Training Director, RCA Victor Division, Lancaster, Penna.; Carl MacAndrews, Training Section, E. I. DuPont de Nemours Co., Wilmington, Delaware; T. O. Armstrong, Director Plant Labor Relations at the Westinghouse Electric Corporation, Pittsburgh and Harry F. Gracey, Director of Education and Communications, SKF Industries, Philadelphia. Robert S. Beal, General Training Supervisor, Bell Telephone Company, Philadelphia, discussed the Bell Telephone Company's Human Relations Training Program.

The United States Government was represented in Conference leaders by Harold P. Zelco, Chief Training Branch, Economic Stabilization Agency; J. Lewis Brown, Training Director of the Naval Ordnance plant at York, Penna.; and William Onckem, Jr., Training Director of the Bureau of Ordnance of the Navy in Washington, D. C.

There were special group meetings for banks, insurance and public utilities. There, Clifford Pratt, Home Life Insurance Company; William Ellis, Aetna Casualty and Surety Company; and J. W. Cunningham, Metropolitan Life Insurance Company reported on programs of sales and clerical training. The retail training sections were under the chairmanship of Dr. Laurence Greenberger, Kaufmann Department Stores, Pittsburgh. Miss Louise Diener, Training Director of Gimbel's; Miss Ethel Eyre, Training Director of Lit Brothers; and Miss Alice Frantz, Training Director, Strawbridge & Clothier gave their experiences in preparation for effective training.

OTHER TRAINING METHODS

Various methods of training, including training by job rotation were described by Harry H. Judson, Staff Assistant, Consolidated Edison Company, New York. Training by a centralized company staff was discussed by Ernest R. Reed of International Harvester Company, who described the use of the International Harvester Central School in the development of the upper level management personnel, dealers and distributors.

Visual aids came in for plenty of attention. Otis C. McCreery, Director of Training, Aluminum Company of America, gave a demonstration of the various types of visual aids used in their program.

THE PERSONNEL JOURNAL has recently printed an article on "Getting Along with Female Employees," so I was interested in hearing E. R. Swint, Director of Education, Glenn L. Martin Company, discuss his experience in training 16,000 women during World War II. He said the way to treat women employees is the way you treat men, only more so. In answer to a question about men vs. women supervisors, he said, "of course, they had more men supervisors because more men were accustomed to the work; but women worked as well under a capable women supervisor as they did under a man."

Visitors from Canada included Herbert W. Temple, Training Director, Abitibi Power and Paper Company of Toronto and Lee Charlebois, Personnel Manager, Dominion Burlington Mills, Montreal.

The physical arrangements were excellent, too. Registration aides were at a table in the form of a hollow square, which speeded up the formalities. The home states of the people attending were indicated by various colored ribbons on their badges. Although visiting the exhibits was encouraged by having cards punched by the exhibitors, there was nothing perfunctory about the interest displayed.

About the Authors

J. J. Morrow is a member of one of the most progressive-minded managements in America, as those who are acquainted with the company know. He is active in many fields including the National Urban League, the National Conference of Christians and Jews, and the Stamford Negro Community Center. He attended Worcester Polytechnic Institute and M. I. T.

Thomas Spates is now Professor of Personnel Administration at Yale where his already wide influence among personnel men is being greatly extended. Tom was, until a year ago, Vice President Personnel Administration of General Foods Corporation, another company with advanced policies in human relations. Tom and your Editor graduated from Cornell at about the same time—in Engineering!

B. T. Eskridge is an Engineering Senior at Yale. He is President, Yale Chapter, S.A.M.; member Tau Beta Pi; President, Student Advisory Committee; and Undergraduate Deacon of the University Chapel.

Wade E. Shurtleff is an old newspaperman who has turned his interests to human relations. He has been director of Industrial Relations of Willys-Overland Motors and of other companies and is now back in the writing game, combining human relations with writing. He is a graduate of Ohio University.

A. A. Liveright is the author of "Role-Playing in Leadership Training" which appeared in the April Journal. The current article is a sequel to the April one. "Sandy" is now teaching at the University of Chicago. He is a graduate of the University of Wisconsin.

Group Decision Making On Internal Turnover

By Eileen Ahern

Management in Motion. By Neil W. Chamberlain. Labor and Management Center, Yale University, New Haven, Conn. 1950. 124 pages.

A substantial debt is owed to those companies that have permitted social scientists to make thoroughgoing analyses of how they function. The Southern New England Telephone Company is an outstanding example of generous and far-sighted "risk-taking" especially in permitting publication, for the benefit of others, of the results of studies made by the Yale Labor and Management Center. Dr. Chamberlain acknowledges this indebtedness in this report. Union cooperation, too, has been equally generous.

The present publication is concerned with the ways in which decisions are made, and the particular problem through which the decision making process is traced is that of employee transfers. It is one of a series of reports to be issued setting forth the findings of an extensive study of human relations in the Southern New England Telephone Company and the Connecticut Union of Telephone Workers. Much of the work of Dr. E. Wight Bakke, Director of the Yale Labor and Management Center, is already familiar to readers of *Personnel Journal*. This particular case history will prove rewarding.

The subject of employee transfers, around which Dr. Chamberlain's analysis revolves, is manifestly of greatest interest

to executives in large companies. This group should find the study extremely valuable, and it should be read not only by those who effectuate transfers, but by all key personnel who participate in such transactions. Since the ramifications of transfers in such an organization involve many others, however, it would be salutatory if this report could be utilized in supervisory and executive training programs.

Even to executives in smaller companies, some of the material directly bearing on the specific problem of employee transfers should be valuable. For example, in the opening chapter, Dr. Chamberlain discusses various definitions of turnover and comments on the advantages and disadvantages of worker mobility between companies and within individual companies, from the point of view of worker, management and society. This chapter should be suggestive of ways in which almost any company might take a fresh approach to the problem.

"...what is this turnover over which control is sought? If the emphasis upon costs to the firm has been shifted to one of relative advantage and disadvantage to the firm, to the individuals affected and to society, it is clear that at least many of the same advantages and disadvantages which inhere in intercompany movement are to be found in movement within the company as well. Moreover, the two types of movement may be intimately related, so that even in the area of costs their separation is difficult to justify. There appears to be sound reason for encouraging a return to the earlier and more comprehensive definition of turnover, as caused by separations which necessitate the employment

of more than one person per position per year." Separations then become not only those from the company but also those from jobs within the company where the employee remains on the payroll. The concept thus may be enlarged to include "internal turnover" which has been defined as "the movement, for whatever reason, of an employee from one work situation to another so that his services are lost, either permanently or temporarily, to the original situation." That is to say, while there are differences there are perhaps more compelling similarities between movement from one job to another within a company, and movement from one company to another within the economy. . . ."

The following is also an example of some of the considerations in Dr. Chamberlain's report that are of interest to most companies, whether large or small:

"Retention of a misfit may block progress for others who are more capable—not just the single individual who might otherwise be given the particular assignment, but all those whose movement might have followed the initial transfer or promotion to fill the job in question. The multiplier effect of transfers and promotions at levels above starting jobs must be remembered. The movement of a single employee may open up a chain of consequent movements which will bring increased satisfaction and a sense of progress to additional employees. The interest of all employees in the potentialities of the whole employment structure may be better served by discharging an employee who has failed to fit in with the group rather than by repeated efforts to force a fit."

These excerpts are not given to indicate the scope of this study but merely to

indicate that while it is primarily a case history of a particular decision-making problem in a large, complex company where numerous transfers are made among locations as well as among occupations and departments, it contains much that could stimulate constructive thinking on the subject by executives in a variety of organizations.

Certainly, a concrete problem in a company where many people must participate, formally and informally, in decision making, provides the best vehicle for an analysis of the decision making process. Dr. Chamberlain organizes, in the last chapter, the conclusions that have applicability to other decision making situations in industry. This chapter enlivens the detailed presentation of the transfer problem in this large organization which, otherwise, might be less fruitful for readers in smaller firms. As to the importance of the main theme of the study, the report concludes:

"The process of group decision making has become one of the most fruitful and fascinating areas for study in the social sciences. It provides a common meeting-ground for students of economics, political science, psychology, sociology, and cultural anthropology. Concern with the individualistic judgments of the old orthodoxy is now beginning to be challenged by the need for greater knowledge about the group judgments which largely characterize our society."

Selecting and Inducting Employees. By George D. Halsey. Harper and Brothers. New York: 1950. 361 pages.

Mr. Halsey has had extensive experience in personnel administration, both in private industry and in government. He has contributed many helpful ideas in his previous books, especially, "Making and Using Industrial Service Ratings," and "Training Employees."

The present book, however, is very disappointing. It contains an astounding number of quotations from the work of other authors. There is relatively little material written by Mr. Halsey, and hardly any integration of the quoted material. In many instances a major section or chapter is made up chiefly of quotations, sometimes even from only one author on the subject, with merely a few brief explanatory re-

marks by Mr. Halsey. The quotations are often very lengthy. Most of Chapter III is quoted from the "Training and Reference Manual for Job Analysis," published by the Division of Occupational Analysis of the United States Employment Service. Chapter V, on the Application Form, and Chapter VIII, on the Employment Interview, are also largely made up of quotations that run to several pages. This method is typical of the whole book. The neophyte is bound to find much here that is of interest, but anyone at all familiar with the literature will not.

Much of the material is quoted from company publications, reports, etc. and this, of course, is less readily available to the average reader. Mr. Halsey visited and corresponded with a great number of firms to get up-to-the-minute information on how selection and induction are being carried on. It is regrettable that he did not present his findings in a more selective manner. In his Preface, Mr. Halsey makes clear that this method of preparing the book was chosen after careful consideration. He says, "... while I have, of course, drawn heavily on my experience of over thirty years as an employment manager and personnel director, my aim has been to report as accurately and objectively as I can what is generally accepted as best practice, rather than merely to express my own opinions." However, the references cited in footnotes and elsewhere in the book do not indicate that Mr. Halsey has been very intensive in his research. On many subjects, he has drawn from only one or two sources when, in fact, the literature offers a much richer choice that the reader should be apprised of if he is to get a fair picture. On the other hand, if these selections represent what Mr. Halsey considers the best and most representative material on these subjects, it is regrettable that he does not comment more fully on the selections, instead of merely quoting them.

The most helpful feature of the book is the approximately 120-page section repro-

ducing forms, tests, etc. This constitutes almost one-third of the whole book. There is also an Appendix listing several publications recommended by Mr. Halsey, and another in which "Sources of Information and Help" are listed. (How could the National Industrial Conference Board have been omitted from this list?) The Index is carelessly prepared. All in all, this book falls far below what we have come to expect of Harper publications in this field.

E. Fassberg
Survey Institute
New York City

New Ways to Better Meetings. By Bert and Frances Strauss. Viking Press. New York, 1951. 177 pp. \$2.95.

New methods of conducting meetings have been developed as a result of the experiments which social scientists have been making in the study of the behavior of people in groups. No longer is it necessary to abide by Robert's Rules of Order to have an orderly meeting that often only represents the ideas of the chairman.

Bert and Frances Strauss have written from Mr. Strauss' initial experience at the National Training Laboratory in Group Development in Bethel, Maine, in 1947. Since then he has used these methods in leading discussion groups and teaching evening courses, while practicing management engineering. One innovation is the absence of a chairman—his place is occupied by a blackboard. The leader sits as one of the u-shaped group. All points of view are asked for and encouraged and opinions expressed are written on the blackboard by one member. A recorder keeps notes which are to be written up and mailed to all the members. There is also an observer who makes notes; not on the discussion topics but on *how* the group discusses them.

The discussion is broken off before closing time and the group fills out a post-meeting reaction sheet telling what they

(continued on page 66)

In Perspective

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

ATTITUDE PREDICTION IN LABOR RELATIONS—A TEST OF UNDERSTANDING by Lester M. Libo, (Studies in Industrial Relations, No. 10). Stanford University, 1948, 15 pp.

Reviewed by Edwin E. Ghiselli in *Journal of Applied Psychology*, October 1950.

Reviewed in *Fortune*, April 1949.

COMPANY ANNUAL REPORTS TO STOCKHOLDERS, EMPLOYEES, AND THE PUBLIC by Thomas H. Sanders, Harvard Graduate School of Business Administration, Boston, 1949, 338 pp.

Reviewed by Lazare Teper in *Industrial and Labor Relations Review*, April 1950.

Reviewed in *Modern Industry*, June 15, 1949.

ESSENTIALS OF MANAGEMENT FOR SUPERVISORS by Charley H. Broaded, Harper and Brothers, New York, 1947, 239 pp.

Reviewed by Harold W. Davey in *Industrial and Labor Relations Review*, January 1949.

Reviewed by Charles S. Weber in *Public Personnel Review*, July 1948.

GENERAL AND INDUSTRIAL MANAGEMENT by Henri Fayol, Sir Isaac Pitman and Sons, Ltd., London, 1949, 110 pp.

Reviewed by Luther Gulick in *Management Review*, January 1950.

Reviewed by Herbert Somervell in *Psychology at Work*, May 1950.

HANDBOOK OF EMPLOYMENT INTERVIEWING by J. M. Fraser, McDonald and Evans, London, 1950, 202 pp.

Reviewed by John P. Foley, Jr. in *Personnel Psychology*, Winter 1950.

Reviewed by Donald Laird in *PERSONNEL JOURNAL*, March 1950.

LABOR IN THE AMERICAN ECONOMY by William Stephen Hopkins, McGraw-Hill Book Co., New York, 1948, 368 pp.

Reviewed by Nathan Belfer in *Industrial and Labor Relations Review*, January 1950.

Reviewed in *Modern Industry*, April 15, 1949.

HANDBOOK OF EMPLOYEE SELECTION by R. M. Dorcus and M. H. Jones, McGraw-Hill Book Co., New York, 1950, 349 pp.

Reviewed by E. Donald Sisson in *Personnel Psychology*, Autumn 1950.

Reviewed by Harold F. Rothe in *Journal of Applied Psychology*, February 1951.

Reviewed by Joseph Tiffin in *Occupations*, November 1950.

Reviewed in *Public Personnel Review*, October 1950.

Reviewed by E. Fassberg in *PERSONNEL JOURNAL*, March 1950.

LABOR IN POSTWAR AMERICA, Colston E. Warne, Editor, Remsen Press, Brooklyn, 1949, 765 pp.

Reviewed by E. B. McNatt in *Industrial and Labor Relations Review*, October 1950.

Reviewed by Mark Starr in *Annals of the American Academy of Political and Social Science*, September 1949.

MANAGERIAL ENTERPRISE; ITS GROWTH AND METHODS OF OPERATION

by Oswald Knauth, W. W. Norton and Co., New York, 1948, 224 pp.

Reviewed by James D. Mooney in *Management Review*, January 1949.

Reviewed by Ronald Shuman in *Industrial and Labor Relations Review*, April 1949.

THE PHILADELPHIA PRINTING INDUSTRY by John W. Seybold, University of Pennsylvania Press, Philadelphia, 1949, 109 pp.

Reviewed by Neil Chamberlain in *Industrial and Labor Relations Review*, July 1950.

Reviewed by Joseph Shister in *Labor and Nation*, Fall, 1950.

PROBLEMS IN PERSONNEL ADMINISTRATION by Richard P. Calhoun, Harper and Brothers, New York, 1949, 540 pp.

Reviewed by C. H. Lawshe in *Industrial and Labor Relations Review*, January 1951.

Reviewed by Albert S. Thompson in *Journal of Applied Psychology*, December 1950.

Reviewed by Charles R. Lohmeyer in *Public Personnel Review*, July 1950.

Reviewed by Charles A. McKeand in *Management Review*, June 1950.

Reviewed in *American Business*, June 1950.

Reviewed by R. C. Rogers in *PERSONNEL JOURNAL*, October 1950.

UNION WAGES AND LABOR'S EARNINGS by Sidney C. Sufrin, Syracuse University Press, Syracuse, N. Y., 1950, 98 pp.

Reviewed by Witt Bowden in *Annals of the American Academy of Political and Social Science*, January 1951.

Reviewed in *Labor Law Journal*, January 1951.

WORKBOOK IN PERSONNEL METHODS by E. M. Bellows and C. H. Rush, W. C. Brown Co., Dubuque, 1949, 102 pp.

Reviewed by William Coleman in *Personnel Psychology*, Autumn 1950.

Reviewed by Albert S. Thompson in *Journal of Applied Psychology*, December 1950.

Across The Editor's Desk

News of the Personnel Associations

THE MIAMI VALLEY PERSONNEL ASSOCIATION held their annual one day personnel conference in Dayton, Ohio at the Miami Hotel. The Association is composed of members engaged in personnel activity in the greater Miami Valley. The President this year is R. A. Will of the National Cash Register Company. Vice President is D. L. Temple of Delco Products Division of General Motors. The Secretary is T. S. Crockett of the Ohio Bell Telephone Company and the Treasurer is O. Fred Jaeger of the Rike-Kumler Company. The General Chairman of the Southwestern Ohio Personnel Conference, held on May 4th, is Fred G. Hobbs of Delco Products Division, General Motors Corporation, Dayton.

THE WOMEN'S PERSONNEL GROUP OF PHILADELPHIA held its April meeting on Tuesday the 10th at the Art Alliance. The speaker of the evening was Miss Anne Cronin, President of the New York Personnel Club, which is one of the largest and most active Women's Personnel Groups in the country. Martina A. Higgins is Corresponding Secretary of the Women's Personnel Group and a member of the organization of the Liberty Mutual Insurance Company. Other officers of the association for the current year are as follows: Doris E. Price, Electric Storage Battery Company, President; Mildred L. Justice, Stern & Company, Vice President; Margaret E. Reiff of Provident Mutual Life Insurance Company, Treasurer; Eleanore Townsend, U. S. Fidelity & Guaranty Company, Recording Secretary. Mabel F. Mudd of the Budd Company is Advisory Member to the Executive Committee of the Women's Group.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION issues the *Bulletin* to its members. The March-April issue is six pages letter size with much news and useful information, including a list of new members.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION publishes each month the news magazine *Personnel Panorama*. The March 1951 issue contains a story about the worker-owned plywood companies of the Northwest. This idea was imported from Sweden about 30 years ago and today there are seven plywood mills entirely owned by employees. They have an average of about 250 men each and together produce about 12% of the industry's output. These mills have been very successful and the owner workers make considerably more than a fair living.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES has been busy breaking in its new officers. *Pirascop* for March, with eight pages, is the newsiest and most vigorous personnel association publication.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO continues with its active winter season meetings. On March 28th the Employees Security Group heard an address from Charles L. Wagner of U. S. Steel Company, on the topic "An Integrated Safety Program". On March 27th the Employment and Placement Group heard Dr. Leroy N. Vernon, Director of the Personnel Laboratories, speak on "What Can Tests Do in Employment?" On April 9th the General Meeting of the Association heard Owen Fairweather speak on "Industry's Political

Manifesto" Mr. Fairweather is a prominent Chicago labor relations attorney. On April 12th the Training Group heard an address by George S. Speer, Director of the Psychological Services Institute of the Illinois Institute of Technology. His address was "Improved Reading Means Greater Efficiency". Mr. Speer discussed the importance of efficient reading and explained the methods of developing greater reading speed, which included a demonstration of the tachistoscope, and other specialized instruments for improving reading speed.

THE PERSONNEL MANAGERS CLUB OF THE BOSTON CHAMBER OF COMMERCE heard an address on April 10th by Lt. Col. R. T. Plummer, U. S. A. His subject was "Hope For the Best—But Prepare for the Worst".

Personnel Conferences

THE NATIONAL INDUSTRIAL CONFERENCE BOARD held an important meeting in New York at the Waldorf-Astoria Hotel on May 17th. One of the round-table sessions was on the subject *Compensating Executives*. Another was "How to Handle Labor Disputes in the Emergency". The evening dinner session was addressed by Charles E. Wilson, Director Office of Defense Mobilization. His topic was "Progress Toward Defense Power".

UNIVERSITY OF MINNESOTA CENTER FOR CONTINUATION STUDY held its Ninth Annual Industrial Relations Conference in Minneapolis on April 12th and 13th. The general topic of the conference was *Training Programs for Maximum Manpower Effectiveness*. Among the sessions were one addressed by Carol L. Shartle of Ohio State University, on the topic "What Are the Basic Ingredients of Leadership?" Another was "Developing Top Leaders—Executive Training". This was conducted by Howard P. Mold, Director of Training, Minneapolis-Honeywell Regulator Company of Minneapolis.

His talk dealt with some problems of atomic bombing.

THE TRI-COUNTY PERSONNEL ASSOCIATION covers the area around Scranton and Wilkes-Barre, Pennsylvania. The April dinner meeting was held at the Hotel Sterling in Wilkes-Barre on the 11th. Fred Gendral, in charge of the wage stabilization program for the Department of Labor in Wilkes-Barre, spoke on the subject, "Wage and Hour and Public Contract Laws in the Present Emergency". The Association officers for the current year are, President, Leonard E. Bason of Magee Carpet Co., Bloomsburg; Vice President, Mathew J. O'Keefe of Consolidated Molded Products, Scranton; Secretary, Charles E. Sprengel of American Chain & Cable Co., Wilkes-Barre.

THE HOUSE MAGAZINE INSTITUTE OF NEW YORK CITY held its April forum meeting on the 12th at the National Arts Club. The topic was *Jobs and Futures for the Industrial Editor*. Forum experts were Robert Bliss, Executive Vice President, Public Relations Society, Inc. and Merrick Jackson, Vice President, Hill & Knowlton, Inc. The moderator was Andrew Cerruti of Underwood Corporation and the Director of the House Magazine Institute's Placement Service—which you will see advertised in our back page of "Help and Situations Wanted".

CALIFORNIA TRAINING DIRECTORS ASSOCIATION heard an address by Glenn Beagle of Swift & Company on the topic *This Is Our Problem*. This was a story, presented with the help of a flannel board, of the economics program developed at Harding College. The Association publishes a monthly bulletin in mimeograph. The April issue is 3 pages containing news and notes of the Association.

SOUTHWEST AREA CONFERENCE ON INDUSTRIAL RELATIONS is one of the important ones which has been held each year in the Southwest. The Conference this year was May 4th and 5th at the Rice Hotel in Houston, Texas. General Chairman of the Conference was John C. Flanagan who is Vice President and General Manager, United Gas Corporation, Texas Distribution Division. Among the addresses were one by Robert S. Newhouse, Manager Industrial Relations Dept., Stanolind Oil and Gas Company, Tulsa, Okla., on the subject of "Principles of Sound Employee Relations Administration". Lawrence A. Appley, President, American Management Association, New York, addressed the evening session on May 4th on the subject "Building and Maintaining Executive Reserves".

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION holds two important personnel conferences each year, one in the Fall and one in the Spring. The Fall 1950 Conference has been reported in detail. Twelve mimeographed reports have been issued, each one containing the stenographic report of an address by one of the speakers. Among these are the following.

The New Social Security Law—What Employers Should Know About It, by E. W. Tolman, Federal Security Agency.

Geaving The Industrial Relations Program to The Employee Viewpoint, by Howard L. Richardson, Industrial Relations Director,sylvania Electric Products Inc., New York.

Trends in Employee Benefit Plans, by W. G. Caples, President, Inland Steel Container Company.

Behind the General Motors Wage Program, by H. W. Anderson, Vice President, General Motors Corp.

Public Relations View of Personnel Management, by George A. Bowie, Firestone Tire & Rubber Company.

The Spring Conference of the Association will be held at the Claremont Hotel, Berkeley, California, on April 17th and 18th. The general topic of the Conference is *Management Planning to Meet Defense Problems*. The Conference will be addressed by a dozen prominent executives.

THE SOUTHWESTERN OHIO PERSONNEL CONFERENCE held in May is the Fourth Annual Conference of this kind. It was sponsored by the *Miami Valley Personnel Association* of Dayton, Ohio. Among the subjects included were those dealing with collective bargaining, wage stabilization, sabotage, civilian defense, and training for the emergency. Fred G. Hobbs was Conference Chairman, of the Delco Products Division, General Motors Corporation.

COLUMBIA UNIVERSITY IN NEW YORK CITY held a *Conference on Industrial Personnel* March 19-23. This was directed by the Department of Industrial Engineering. An interesting plan of the Conference was to have each personnel executive accompanied by a front-line foreman or supervisor of his company.

CANADIAN INDUSTRIAL TRAINERS' ASSOCIATION held its fifth Annual Conference at the Mt. Royal Hotel, Montreal April 19-20. I attended their Conference last year and thought it one of the best I had ever known. General Chairman of the Conference was A. N. King of Canada Packers Ltd. President of the Association is L. Charlebois of Dominion Burlington Mills.

Recent Publications

THE UNIVERSITY OF MINNESOTA INDUSTRIAL RELATIONS CENTER, has recently issued a 49-page printed booklet size 8½ x 11

under the title *Employee Welfare and Benefit Programs*. These are the proceedings of a Conference held March 23-24, 1950 and deal

with different types of employee benefit plans. Copies are available at \$1.00 from William C. Brown Company, 915 Main Street, Dubuque, Iowa.

COUNSELING IN PERSONNEL WORK, 1945-1949, is an annotated bibliography just issued by *Public Administration Service*, 1313 E. 60th Street, Chicago 37. This is a well-printed brochure of 39 pages size 8 x 10 and containing hundreds of references to articles and books on different types of counseling. It was compiled by Paul S. Burnham and Stuart H. Palmer both of Yale University. Copies are \$1.00 and may be obtained from *Public Administration Service*, Chicago.

A GUIDE TO RETAIL EMPLOYEE COMMUNICATIONS is the title of a paper bound printed book of 31 pages just issued by the *Research Bureau for Retail Training of the University of Pittsburgh*. The author is William P. Shaughnessey, Assistant Professor of Advertising at the University of Pittsburgh. The book was planned to assist the retail administrator in dealing with problems of establishing and maintaining close understanding with store personnel. The book deals with letters to employees' homes, advertisements, bulletin boards, motion pictures, house organs, and other means of getting information to and from employees in retail stores.

THE UPJOHN COMPANY of Kalamazoo, Michigan is an old and well established manufacturer of pharmaceuticals. A letter from W. A. Earl of the Personnel Division of that Company tells about one of their publications on communications, a small and well-printed booklet dealing with general safe practices. It is called *Working Safely*, and is intended for the employees of the Company. A handsomely illustrated 9 x 12 book of 28 pages and cover called *Upjohn* is prepared especially to attract the interest of college students whom the Company seeks to recruit each year. *Upjohn News* is

the monthly publication for the employees of the Company. Through it the attempt is made to acquaint employees with Company activities and to give recognition to as many employees as possible. The plan is different from most such magazines in that it describes and illustrates different manufacturing processes in which products of the Company are used. Many employees are pictured in the illustrations which accompany the text. The issue for March 1951 is 28 very handsome pages.

METROPOLITAN LIFE INSURANCE COMPANY, POLICYHOLDERS SERVICE BUREAU, has just issued *Health Examinations for Executives*. They were assisted by the Medical Division and the Health and Welfare Division of the Company. This is a 58 page printed report containing information on how to keep executives healthy.

THE PSYCHOLOGICAL CORPORATION has just issued *A Manual for the Psychological Examination of the Adult Blind*, in co-operation with the National Psychological Research Council for the Blind. This deals with the special problems of testing the blind, with description of scales and methods of testing for education, vocational guidance and other problems. The manual is by Mary K. Bauman and Samuel P. Hayes.

THE TRAVELERS' INSURANCE COMPANIES of Hartford, Conn. have just issued the new edition of RIP which is an amusingly illustrated paper bound booklet of 32 pages. This is a sensible and humorous way of presenting the problems of safety on street and highway.

THE NATIONAL OFFICE MANAGEMENT ASSOCIATION, 132 W. Cheltenham Avenue, Philadelphia 44, Pa., has just issued *Bibliography for Office Managers*. This is a classified list of references to articles and publications on office management topics which appeared in 1949 and 1950. The book is 32 printed pages with colored paper cover.

THE CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA has just issued *Public Personnel Administration in 1950*, a 200-page mimeographed summary of the proceedings of the 1950 Annual Conference on Public Personnel Administration. This is available from the Assembly at 1313 E. 60th Street, Chicago 37 at \$7.50 per copy (\$5.00 to CSA members).

SCIENCE RESEARCH ASSOCIATES of 228 South Wabash Avenue, Chicago 4, Illinois has just issued another one of the life adjustment book series, a 48-page and cover booklet on the subject *You and Unions*. This is by Dale Yoder, Director, Industrial Relations Center, University of Minnesota. The book deals with union aims, union tactics, organization and government, and other aspects of unionism. It is prepared for the general reader. These life adjustment booklets are available at 40¢ a copy or three for a dollar with quantity prices on request.

THE BUREAU OF NATIONAL AFFAIRS, INC., Washington, D. C. has recently issued *Personnel As a Matter of Dollars and Cents*, by Wade E. Shurtleff, Associate Editor of the Bureau. This is the text of an address made before the American Management Association Personnel Conference in Chicago in February.

UNIVERSITY OF MINNESOTA, INDUSTRIAL RELATIONS CENTER has issued Research and Technical Report No. 6, *Use of Factorial Design in Industrial Relations Research*. This is by Clarence W. Nelson and is 52 pages and paper cover size 9 x 12. The Bulletin is in three parts; the first describing factorial design in simple non-technical terms, the second presenting an application of the method, and the third outlining the statistical theory underlying it. "Persons who

do research in industrial relations prefer studies that are called "practical"; i.e. will pay off in results obtained." This report is intended to give personnel research people access to the latest statistical methods of studying and measuring results. This includes such things as correlation and comparison of significance of differences between means. Knowledge of complicated statistical theory is not required to understand this book.

THE UNIVERSITY OF ILLINOIS LIBRARY at Navy Pier, Chicago 11, Illinois has just issued information circular No. 111, *Subject Headings for Pamphlets in an Occupations Vertical File*. This is by Robert B. Harness, Reference Librarian. This is an extensive list of file headings with numerous cross references designed to help in the arrangement and use of several thousand pamphlets on the subject of Occupations. The recent expansion of vocational guidance has brought a flood of publications which are becoming increasingly hard to assemble and file in an orderly way so that they can be found again. Mr. Harness reports that a limited number of copies of the circular may be obtained without charge on application. The circular is 16 mimeographed pages.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD has recently made a study of union security provisions in 247 post-Korea union contracts. All but 15 of these contracts provide unions with some assurance of the flow of funds. Combinations of union security clauses plus check-off are found in nearly half of the contracts studied. The study appeared in the Conference Board Management Record No. 3 for 1951. The Conference Board is at 247 Park Avenue, New York 17, N. Y.

SITUATIONS WANTED

PERSONNEL ASSISTANT: In medium sized manufacturing plant with two years experience performing varied duties such as job description and evaluation, grievance research, editing small publication, devising and administering tests and interviewing desires challenging position in personnel administration and employee relations. Pay consistent with responsibility. Age 27. Education BA, mainly economics, psychology and engineering subjects plus additional related night school courses. Previous work experience in plant and office and 2-1/2 years in Engineer Corps. Reply Box 126.

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

ASSISTANT PERSONNEL MANAGER: 3 years diversified experience. Presently employed in plant of 550 men with contractual relations with 12 unions. Responsible for personnel selection and placement. Administrative Grievance Procedure. Cornell graduate. Age 27. Married veteran. Reply Box 122.

PERSONNEL AND WAGE ADMINISTRATION: 5 years industrial experience in all phases of personnel administration. Thoroughly experienced in hourly and salary job evaluation. Have supervised salary administration plan covering 5000 employees. Now employed as Personnel Manager of comparatively small manufacturing company. Desire employment with larger company offering greater opportunity. Prefer eastern Pennsylvania or New York. College graduate. Single woman. Age 29. Reply Box 129.

PERSONNEL WORK: Five years experience involving extensive administrative responsibility as Dean of Men in mid-western University. B.S. and M.S. degrees from Indiana University in educational personnel work and psychology. Doctor of Education degree from Columbia University in student personnel administration and psychology. Seeking position in industrial training, job analysis or placement. Middle west, southwest or west coast preferred. Married veteran, Age 32. Complete resume on request. Box 130.

PERSONNEL MANAGEMENT AND OFFICE ADMINISTRATION: Wanted in smaller business organization or unit. 14 years diverse office experience, last five in new plant handling personnel selection, wage and salary administration, job evaluation, plant and group insurance and public relations. Supervise stenographic, filing, switchboard, reproductions and other office functions. College graduate. Married veteran 2 children, age 35. Reply Box 134.

(Continued on page 63)

HELP WANTED

PERSONNEL SUPERVISOR: Wanted for Southern Pulp and Paper Mill. Over a thousand Employees. Must have required academic background and experience in testing, hiring and general personnel and labor relations. Will also have supervision of insurance and safety. Excellent climatic location and opportunity. In replying state complete history and salary required. Reply Box 136.

INDUSTRIAL RELATIONS EXECUTIVE: Large midwest company with multi-plant operation, A.F.L., C.I.O. and Independent Unions desires man with successful experience in labor relations, negotiations, contract administration and other phases of industrial relations work. Application will be held strictly confidential. Splendid opportunity for right man. Reply Box 139.

WANTED: Potential Office Manager. Publishing house seeks young man 30-35 with demonstrated ability to supervise billing and other machine operators. Must be familiar with IBM equipment, systems and methods planning. He will assume increasing responsibility for personnel and system design in other departments. Starting salary \$6500 a year. Send resume to Box 142.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Number 3

Volume 30

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Editor to Reader:-

JOINT UNION-MANAGEMENT MERIT RATING sounds like a radical and impractical idea to most of us. I have had successful experiences in a number of occasions with joint union-management job evaluation and could never see why merit rating wouldn't work equally well. Rutgers University has just published another case study of co-operation between labor and management; No. 2, "The Joint Employee Rating Plan of the P.J. Ritter Company and Local 56, Meat and Cannery Workers Union, AFL." The Institute of Management and Labor Relations of Rutgers University is responsible for this report which was written by John J. Pearce, Jr. and D.N. Dertouzos. It is well printed with a paper cover in 52 pages. Additional copies are available from the University in New Brunswick, New Jersey at \$1.00.

The report describes a joint merit rating plan and the part which it has played in settling labor-management problems at a large food packing company. The authors obtained their material by participating directly in the meetings of the labor-management committee and in addition, interviewed members of both groups. This plan provides a systematic review of the regular production employees by foremen and shop stewards. The plan provides an incentive for employees to improve in production and attendance. An unsolved problem however, is how to use employee rating in promotions, lay-offs, and recalls. The authors point out that both union and management at Ritter regard employee ratings as an inadequate measure of individual efficiency but they do serve as a good starting point. They conclude that one of the most important factors in the success of the plan is the improvement in relationships by bringing stewards and foremen together regularly

to work on problems concerning the workers.

FACTOR DEFINITIONS ARE AN ESSENTIAL FOUNDATION for any plan of job evaluation. Over the years I have labored long and earnestly in the development and revision of carefully worded factor definitions. Recently I was presented with a set of definitions which were developed by some of the members of the Personnel Administration Department of a New England manufacturing company with which I have had the good fortune to be associated in a consulting capacity. It is with permission that I quote herewith in full the definitions as presented to me:

Factor Definitions (Ned Hay System)

Experience

One kind of skill necessary for the successful performance of a job is gained through experience on this and previous jobs. Other kinds of skill acquired through experience are:

- a. Appearing to be busy when the boss is looking.
- b. Doing the smallest amount of work for the largest amount of pay.
- c. Talking loud and long without saying anything.

Training

Another kind of skill required is that which is gained through formal education, or as it is sometimes called—"raising hell at the old man's expense". In this factor, we also consider special training. This is roughly comparable to what a person absorbs after doing the same job for eighteen years. It is very hard to avoid this type of training, as it is an insidious seepage.

Mental Application

Mental application is reasoning (how did he ever become boss)—thinking (it's about time I got a raise)—and deciding (I'll ask for it the next time he is in a good mood) in which independent action is necessary. Other factors are Planning (will I get drunk tonight)—organizing (have I enough liquor)—problem solving (alone or with company), for performance of the job at minimum proficiency, or more briefly "he'll do".

Accountability

Accountability is that part of a job that can't be avoided because someone is going to check. It is measured by what you can get away with without causing a loss that can be detected, the number of times you can get away with it, and the likelihood that someone will find out. It does not include basic personal requirements brought to the job, such as a good stock of liquor, appeal to the opposite sex, attention to personal affairs, etc.

Fatigue

All jobs involve some fatigue. Credit is given on a sliding scale according to the employees inclination, as follows:

10:00 a.m. "All tired out"	25 points.
11:00 a.m. "Still an hour to lunch"	30 points.
2:00 p.m. "What a long day"	42 points.
3:00 p.m. "Why did I take that last drink"	85 points.
4:00 p.m. "Once is enough for anybody"	142 points.

Working Conditions

No credit is given under this factor to those who have a private office in which to hide. Physical surroundings are also considered under which the work is performed, if unusually agreeable, such as a lovely blonde secretary.

THE MEMBER-CENTERED CONFERENCE is a conference organized in such a way as to (1) permit the group to select its own

problems and discuss them freely; (2) allow a group to do its own planning; (3) assist the group to arrive at its own conclusions. In short, the conference is centered around the needs of its members as seen by them, and not as seen by any outside authority. "Human Organization", Winter, 1950, is the Journal for the Society of Applied Anthropology at 61 West 55th Street, New York 19. This number contains an article on the member-centered conference and gives extracts from discussions which took place in some of these conferences among superintendents, foremen and other persons employed in a branch manufacturing plant. Students of training methods and those interested in human relationships in industry will find this article interesting and stimulating. It was written by Chris Argyris and Graham Taylor, the former at the Labor School at Cornell and the latter at the Graduate School of Public Health, University of Pittsburgh.

GETTING ALONG TOGETHER is the title of the April 13th "Commentator" issued by General Electric Company. It reminds readers that several years ago in the first issue of the Commentator the statement was made that the following nine things were objectives toward which the Company was aiming. These were (1) good pay, (2) good working conditions, (3) good bosses, (4) a chance to get ahead, (5) steady work, (6) being treated with respect, (7) giving employees the facts, (8) information about improving the product and (9) providing rewards in addition to pay such as making jobs interesting and satisfying. L. R. Boulware, Vice President, Employee Relations of the Company says "to what degree we have succeeded you can judge better than we. But we will continue trying in every way possible to make jobs better."

DID YOU EVER TRY TO BUDGET the money spent for salary increases? Try it. Instead of having every supervisor come to the front office demanding increases for Tom, Dick and Harry because they are

"valuable workers", each supervisor will be "on his own". If you have good job evaluation you can easily determine what share of the total amount of money to be spent for salary increases in the coming year should be assigned to each department. Then each supervisor will know exactly where he stands. He will have a definite amount of money to spend for salary increases. This means that he will have to be very careful and discriminating in deciding who gets an increase and how much. He will no longer be able to demand a little more. Anything he gives to Smith beyond Smith's share will have to be taken from Brown or Jones. This will make him very careful in his judgments. Try it. It works very well in a good many companies.

Merit Rating

MERIT RATING CONTINUES one of the most aggravating problems that any personnel man has to deal with. All of us face the problem of the optimistic supervisor whose men are all "95% efficient". All of us know too, the pessimist who has only average employees. Neither supervisor makes any discrimination among his people. They are all either "very good" or "average". The tough problem is to decide how the employees in the two departments compare with one another and to know where real merit actually exists.

One cure for this situation has been to require supervisors to rate employees in accordance with what is called "forced distribution". This means that they will be asked to select one-quarter of the employees as being the best in the department and one-quarter as the poorest—though not necessarily unsatisfactory. This leaves one-half of them in the "average" group.

During World War 2 a great deal of work was done by psychologists and statisticians on the form of rating known as "forced choice". This requires the selection and standardizing of statements descriptive of employee behavior. Usually these are arranged in groups of four. Two

statements are favorable but one differentiates good from poor employees. The other does not and therefore does not count in the employee's favor. The other two are unfavorable comments, one of which discriminates between poor and good employees and the other does not. However, the rater does not know which one counts and which one doesn't. He is merely asked to check "blind" and the personnel department does the scoring. Recently a friend told me that his Company had spent \$13,000. developing a forced choice rating plan and then had to discard it for the reason that the raters—the foremen and supervisors—would not go it "blind". They refused to be a party to a plan the outcome of which was withheld from them.

Most people don't know that merit rating is a problem in probability measurement. Perhaps this accounts for the trouble they have with it.

Labor-management cooperation was the subject of a comment in PJ for April: page 405. Reader's Digest was given credit for a story of how Local #407, UAW-CIO helped the Unit Drop Forge Company get more business and thus saved some of their jobs. Attention has been called to my error: this story appeared in Business Week for August 20, 1949.

From time to time requests come to us for some of the scarce early issues of PERSONNEL JOURNAL. We have mentioned before that our file does not contain Volume No. 1. If at any time, any of you are clearing out your magazines, we would be very glad to purchase any copies of Volume No. 1 up through Volume 21.

THE SOUTHEASTERN PERSONNEL CONFERENCE will be held at Duke University, Durham, North Carolina, September 10th to 12th. Frank T. de Vyver is Secretary.

Ned Hay

We are all impressed with the importance of paying careful attention to communicating effectively with our employees. Here is an exceptionally valuable story on the subject with a clear statement of what communication is and specific suggestions of how to achieve it.

Communicating With Our Employees

By HIRAM S. HALL, Vice President for Personnel,
Bigelow-Sanford Carpet Company, Inc.

COMMUNICATION is the art of developing understanding. Unless people understand the meaning of what you are trying to communicate, they will not respond effectively. Were it not for people, our machines would be idle. Therefore, our success in business depends upon our ability to get results through people by effective communication.

Unfortunately, too many of us feel that it is to be used only when we are in trouble. For example, the union pulls the workers of the ABC Company out on strike. Before the strike, the employees have not seen hide nor hair of the management. Suddenly the worker becomes the most important item on the company's program. The workers are herded together to hear a message from the plant manager, or the president of the company sends letters to their homes. They are told how important they are to the company. This is communication, but communication at its worst. Communication, to be effective, must be continuous. The employees are not fooled by the burst of attention. They know that as soon as the strike is over, they again will become the forgotten people of the company.

FIVE WAYS OF COMMUNICATING

Communication is a continuous process. Whether he realizes it or not, the employer in the above example was communicating to his employees before the strike and will continue to communicate after the strike. He communicated by his *silence*. His silence indicated to his workers that they are no more important to him than the machines in the plant. In fact, it is indicated that they are even less important because the machines continually receive attention from the maintenance crews.

We communicate by our silence; we also communicate by our *actions*—our behavior. We've all had the experience at one time or another of praising one of our

employees for a job well done; in fact, perhaps over-praising him so that when, at the end of the year, he received a salary increase, he complained because the increase was not commensurate with our praise. Our actions showed that we didn't really think as well of him as we said we did.

We also communicate by our *inaction*—when action is indicated. Sitting back placidly, permitting one employee to wander in on the job ten, fifteen or twenty minutes late each morning, or permitting an employee to slip out during the day for coffee for twenty or thirty minutes at a time indicates that we are playing a favorite or that we are a loose operator. Before long the entire organization has caught on, and we are branded inefficient. By our inaction—by our refusal to talk about the situation—we have communicated our approval. Words could not have communicated this idea more effectively.

We communicate by our *lack of decision*. Refusal to decide tells our employees that we don't know—or that we lack the gumption to make a decision. Before long they run around our end to someone else in the department who will make the decision for them. Thus, we have communicated another idea—by indecision.

We communicate through our *personality*—the twinkle in our eye, the smile on our face, the firmness of our handshake, the enthusiasm in our voice, and so on. There are no better examples of this than the two Roosevelts—Teddy and Franklin D.

We must keep in mind that we are continuously communicating—by our words, by our silence, by our action, by our inaction, by our lack of decision, by our personality. And since this is so, let us consider for a moment what is the objective of communication and what are the road blocks that stand in the way.

Communication is more than just getting an idea across. It is getting it across effectively. This means getting the idea understood; getting it accepted; making it an integral part of the person to whom the idea is to be communicated. Only in this way will we get results.

Here I should like to emphasize three elements requiring skillful use if communications are to be effective:

- (1) A realization of the importance of *timing*;
- (2) *Sensitivity* (insight); and
- (3) The creation of a sympathetic *attitude*.

TIMING IS IMPORTANT

The effect of *timing* in all communications is tremendous. Let's say, for example, that your organization intends to open a new power generating station and close an old one. Let's pretend that this would mean laying off some employees, transferring others, promoting still others. Let's further assume that the story is given to the newspapers by your alert public relations department, before it has been given to your own people. What happens? First of all, your management people feel that they are working for an inconsiderate outfit, which will inform the general public before they know of such a move. This breeds bad feeling and injures morale at a time

when it is needed most. Second, any attempt to mend fences and tell the story to management after the fact is resented as a patch job. Many employees feel the same way. They will resist the change, both actively and passively, and further changes will be even harder to make. Further their families will reflect the same attitude and, to a surprising extent, so will the entire community.

What would have been a better way to handle this situation? Well, as a starter, a time table would be established, with a definite time for notifying each affected group. For example, let's call the date of the newspaper release "N" Day, and work back from there. Your top layer of management—officers of the company—would know of the change long beforehand. Your superintendents, or whoever corresponds to them, should know of it two or three weeks before the public announcement. Your foremen should know of it one or two weeks beforehand, and your employees one week beforehand. Your local community "influence group"—the folks in your immediate operating vicinity whose opinions of you help shape the attitude of the community—should be notified by mail several days before the story is given to the press—at a press conference, incidentally, where the reporters and editors will have a chance to ask questions.

YOU MUST BE SENSITIVE

The second fundamental element is *sensitivity*—knowing exactly when to say something to somebody or to a group in order to get the maximum value. Sometimes that means throwing a timetable right out the window. It means a fine ear to the ground, in order to catch the first faint whispers of the grapevine. Then it means an ability to judge the strength of that grapevine, and having the "feel" to pop your story at the exactly right moment before your organization is rumorridden.

Here is an example of what I mean—one that happened in our own organization. In January of this year a man holding an important job in one of our plants left us to go into the consulting business. We had worked out a very careful timetable for notification of our management, our employees, the "influence group" and the newspapers. Everything was set to go on two particular days. However, it developed that the grapevine went to work in earnest about five days before our first announcement to our own people was scheduled. Inside of 24 hours, the rumor was all over our two plants and our New York Office that Mr. X was leaving.

We stuck to our original schedule this particular time, but our announcement was an anti-climax. As I look back on that situation, I feel very strongly that, if we had properly judged the strength of the grapevine and gone on an emergency basis, making the announcement before the rumors became so widespread, we would have benefitted. A good strong hunch on releasing the information ahead of time would have worked out better for us than our policy of sitting tight until the days arrived when we were to make the announcement. News is news when it's hot—not when it's five days old.

Situations like that are very tough to judge. It calls for real management skill

to know when something should be said or not said. The only thing I can suggest along those lines is a good variety of contacts which will enable you to judge the speed at which the rumor snowball is rolling. If you can sense that a landslide is coming, you'd better get your message out in a hurry. If it's a really small affair, stick to your original schedule. In this respect, you're a good deal like a baseball batter with a count of three and two on him. He has only three-fifths of a second to judge the next ball—whether he swings or lets it go.

THE RIGHT ATTITUDE IS IMPORTANT

That leads to the creation of *attitude*. Just as our foremen became impressed with our sincerity, so will any group change its feeling if it is sure that every effort is being made to communicate with it.

Creating the right attitude for communicating—the receptivity—is more than half the battle. This cannot be done quickly. We humans are naturally skeptical animals. We can detect someone who is talking down to us or trying to curry our favor in a flash. We, as Americans, hate propaganda. We pride ourselves on being able to digest facts for ourselves. We don't like paternal treatment. Spend a couple of months analyzing your own particular set-up before you launch a program. I also urge you not to fall too fast for something that worked for another company.

METHODS OF COMMUNICATION

What are some of the channels of communication? Let's review a few. Communication channels are down, up and sideways. The obvious *down communications* are "decisions." They are handed down orally or in writing. But it is not enough to just hand down a decision. The top-sergeant attitude has no place in a sound business operation. People want to know why. Telling them why brings understanding that will result in a more intelligent execution of a project. But where the person carrying out the order doesn't know why, he has no alternative but to carry it out to the letter. That often leads to exasperating results.

Policy is also downward communication. Facts about a company are down communications. Decisions, policies and facts can be communicated in many ways. To name a few: Employee magazines, supervisory newsletters, manuals, inter-office memos. In these types of communication, as in every other, the foremost consideration is understanding. Be brief, but furnish enough information to provide for intelligent action on the part of the person receiving it.

One of the chief problems in industry is *getting information to go up*. Too often top members of management are locked up with affairs of finance, manufacturing and sales to an extent that prevent important information from reaching them from lower levels. Often the very attitude of top management—its gruffness, matter-of-factness—acts as a block so that information does not percolate to the level where this information can be of value in making decisions. But the upward progression is also important for another reason. It gives the lower echelons of management and the rank-and-file the opportunity to participate in the decision-making function of the organization and help make it successful.

What are some of the methods to be used here? Discussion groups, junior executive clubs, management trainee reports, multiple management boards, opinion surveys. Most of these are familiar.

Another way of getting information up may be most important of all. This is keeping our ear to the ground. The grapevine, if properly used, often is a source of important information. It is from the grapevine that we first get symptoms of unrest and discontent.

An important kind of communication operates sidewise. It is communication with fellow workers or fellow executives. In both groups, each member must secure acceptance. Acceptance is particularly valuable today in connection with the line and staff relationship. The difference in the success of the line and staff relationship as practiced in various companies depends upon its acceptance by the line and the attitude of the members of the staff in daily working relationship with the line. The relationship has to be accepted by the line. The staff must get acceptance by not assuming the duties and responsibility of the line.

THE FOREMAN IS IMPORTANT

When I speak to you of communication, you naturally start to think of two things; the spoken and the written word. There are, of course, many other ways to communicate which have a surprising effect. Words left unsaid sometimes can be just as much of a communication as words spoken. A smile in the morning is effective communication, just as is a scowl. Most of us still tend to think solely of the written word when we think of communicating, but how much stronger is the spoken word!

In my humble opinion, the most completely successful method of communication between management and employees is for the individual foreman to pass on the desired information or orders to his people, through a small meeting or by telling each one of them individually. If he does a good job no letter, no brochure, no recording of the president's voice can compare. I sincerely feel that we have only scratched the surface of developing foremen to be our prime communicators. Fifty or seventy-five years ago, the big boss of the business knew every worker by name. As he walked through the shop, he could stop and talk intimately with each employee. That day has long since gone, of course. Today the individual foreman is Mr. Boss to the 15, 20 or 50 people he supervises. If we can get him operating successfully in communication, utilizing every advantage of timing and attitude, I think we'll have a pretty good answer.

But it's not nearly enough to do a job with the foremen and to assume, blithely, that top management is fully skilled in the craft of communication. I can tell you that top management is not. I can tell you that there is much work needed to develop consciousness of the importance of communication by top management executives. Until and unless that consciousness is apparent—until communication becomes a living process from the top down, our efforts will be feeble indeed.

Now, then, it's simple enough to say that every action of an executive must include planning for communication, as well as for other details. But executives are

busy people. Their minds in industry are taken up with numerous details. It is hard for them to shake their natural habits and focus on communication as sharply as necessary.

COMMUNICATION DEPARTMENT

Because of that, many companies are setting up Communication Departments to spearhead and direct the entire communications program and actually to train top executives in the use of the fundamentals of the art. We at Bigelow are in the process of doing that right now. We know it will take us several years to achieve the results we want, because it is a tough task to train executives.

In Bigelow, this operation will be a staff job, reporting directly to me. It will be, of course, an advisory job, but it will also be strongly creative. Our present plans call for combining this function with that of plant community public relations, because of the close tie-in between the two.

One of the least apparent but most interesting features of this position will be the scheduling of information to employees and management. One of our troubles in the past was the fact that too many people could and would communicate, with both management and employees, with little or no coordination. The man I have chosen will act as a traffic policeman, to see that neither group is overwhelmed with material at any one time, and to see that there are no long lulls in between. He will by no means be a censor; that would be an insult to the intelligence of our management people. But he will tactfully try to shape communication so that our objectives are reached, and so that the continuity and smoothness of our program is preserved.

There is another far-reaching effect of successful communication in industry which, I am sure, is not lost on you. If we in management can do a good job of keeping our employees informed, they will be less liable to believe some of the slanderous statements made about business by selfish interests. If we can give the facts of our case in straightforward fashion, our employees will not have to rely on rumors and half-truths for their information. If our employees can learn within the walls of their own company what makes that company tick, and actually see democracy and truth in action, I'm betting they won't listen to soap-box orators or dangerous crackpot ideologists.

If feel very deeply that we in management by use of good, well-timed, sincere communications, can build—or in some cases, rebuild—employee loyalty. We can serve our country by demonstrating that what benefits business, benefits the people and the entire nation.

A high ratio of absenteeism costs money and is hard to reduce. When jobs are plentiful people feel more free to stay home when they please. Here is how one company cut the rate to less than 3% a year.

A Plan For Reducing Absenteeism

BY THOMAS C. KENT, Director of Personnel,
Daisy Mfg. Co., Plymouth, Mich.

EVERY personnel man dreads the conferences with Management at which absenteeism becomes a topic for discussion. Generally the operating or production chiefs have the idea that there exists some magic formula that will do away with the problem forever but the Personnel Department has missed the boat somewhere in failing to produce it.

"We ought to get tough, fire the chronics, and set an example"; "Why doesn't Personnel send somebody out to check on these people?" "The Personnel Department ought to talk to every single absentee before he goes back to work, and warn him he's through if he takes one more day off!" And so on.

Every personnel man has heard these suggestions. He knows in his heart that the best set of plant rules, the most careful interviewing of absentees when they return, the most diligent attention to good working conditions, even the nurse sent out to play detective and check up on employees who report illness—none of these will prove entirely effective.

No single plan will ever entirely cure the problem of absenteeism; plant management should understand that as well as does the Personnel Director. Perhaps the system developed at Daisy some years ago would prove entirely valueless elsewhere—but at Daisy it *has* reduced the problem to a considerable extent, and is described here for its possible value to someone else.

In 1946-1947 the Daisy Company, like everyone else, was beset with the absentee problems typical of the early post-war times when workers were shifting jobs and residences, completely restless—and at a time when industrial products were in great demand. Yet workers absented themselves daily at a rate approximating nine to eleven per cent, resulting in usual losses to sales volume, increased overhead costs of maintaining sufficient workers on the payroll to meet schedules, increased personnel and payroll and training costs; and all the rest of it.

Many remedies were discussed; a flag to be hung in the department with the lowest absentee record; a mahogany plaque to be hung in the employee's lobby bearing the names of the employees with perfect attendance records; the distribution of bonds for good attendance; changing factory hours; checking community facilities for lunching and shopping.

There were some who objected to rewarding good attendance with cash; based on the logical grounds that it was paying for something employees owed their company anyway. But this objection was met with the employee's practical rejoinder that, if he voluntarily penalized himself for absence by a voluntary cut in pay for that day's wages, whose business was it anyway?

The payment of cash for good attendance was finally decided upon, and the schedule of payments was a generous one:

6 months' perfect attendance	\$15.00
12 months' perfect attendance	15.00 plus 20.00
18 months' perfect attendance	20.00
24 months' perfect attendance	20.00 plus 20.00
30 months' perfect attendance	25.00
36 months' perfect attendance	25.00 plus 25.00
42 months' perfect attendance	25.00
48 months' perfect attendance	25.00 plus 25.00
54 months' perfect attendance	25.00
60 months' perfect attendance	25.00 plus 25.00

At the outset, a single half-day's absence was permitted each employee for good cause before he would be disqualified for good attendance payments. However, it soon became apparent that this was subject to abuse, since employees who needed a half-day's shopping time felt just as entitled to the time as the employees who took the half-day to visit a dear one in the hospital. There was, too, the problem of the employee who was tardy because of car breakdowns or snow-clogged roads, yet struggled to come to work to keep his attendance perfect.

Despite such obvious discrepancies in the original system, described here so that others may avoid similar pitfalls, there were, in 1949, 41 % of the employees who were paid awards for perfect attendance, and the absentee rate had dropped considerably.

Early in 1950, with the intention of correcting the abuses mentioned, the later awards were made somewhat more generous, but eligibility rules were stiffened. Employees were permitted a total of four hours' absence in any consecutive six months period, without disqualification. These four hours could be accumulated in any manner the employee wished, and were to take care of those employees who lost an hour or two because of enforced tardiness over which, in all fairness, they had no control. The response was excellent.

In the year 1950, 45% perfect attendance checks were paid, amounting to over \$12,000—but the Company's absentee record had dropped, for the period March to September 1950, to 2.3%, which is relatively low in a plant employing 42% women.

Probably due to last winter's mild flu epidemic, the rate climbed a little during the cold months, but even the 15-month period January 1950 through March 1951 averaged out at only 3.4%, a vast improvement over the early post-war figures.

It would be wrong, I believe, to credit the entire improvement to the perfect attendance awards, since the Daisy Company has a profit-sharing plan paid in an hourly value for each hour worked in a six-month period; but it is significant that this same plan was in effect at the time the perfect attendance payments were inaugurated.

There are disadvantages to the plan, too. The occasional employee who is hurt on the job, and misses a day or two, loses eligibility for awards and only begins to accumulate perfect attendance time when he returns and begins a new six-months' period. Then there is the employee who is too ill to work, yet must be sent home for his own protection and that of fellow-employees. Both of these situations may seem unfair until it is realized that insistence on perfect attendance, as such, is the only fair way to handle the "exceptions." Payment to the deserving "exception" would only encourage dilatory attendance by employees who would be compensated for the lost time by the perfect attendance awards themselves.

At Daisy, the perfect attendance awards work, because the employees do!

About The Authors

Hiram S. Hall's most recent recognition is his appointment by the President as Industry Member of the Wage Stabilization Board. He is generally considered one of the most effective men in the field of personnel administration. Under the leadership of a wise President he has had great influence on the thinking of the administration and executive group in his company, one of the larger industrial corporations. He holds degrees from Webster University and Southern Law School of Atlanta.

Thomas C. Kent is a graduate of the University of Detroit and has been a staff lecturer in Personnel Administration at the University of Michigan. He has had a varied experience in personnel work since leaving college and served in the Navy during the war.

Arthur O. England is an Industrial Psychologist who has taught psychology at Wayne University and Ohio State University. He has also engaged in management consulting work in the mid-west and is the author of numerous articles and a book on the problems of personnel management and industrial psychology.

Boris Blai, Jr. graduated from Swarthmore College and has a Masters Degree in Psychology from Temple University. He had one year as Personnel Director in a printing plant and since then has been Civilian Director of the Philadelphia Quartermaster Depot.

Dr. William G. Torpey is Personnel Officer at the Naval Research Laboratory, Washington, D. C. and is a member of the faculty at George Washington University. He is the author of several articles and a book "Judicial Doctrines of Religious Rights In America."

A critical analysis of 50 House Organs as a result of a study made by a psychologist shows that many are written above the heads of their readers. Suggestions are given for improvement.

Employee Magazines are Hard to Read

BY ARTHUR O. ENGLAND,*
Chief, Personnel Planning Office,
Air Materiel Command, Dayton, Ohio

MANAGEMENT publishes a magazine for employees because it believes this is an excellent way of communication with them. But the effectiveness of such a publication depends upon the amount of "decoding" involved. If the employee is receiving a message for which he doesn't know the code, he isn't going to be influenced very much. That is the situation with the majority of house organs today.

Recently the writer made a study of 50 such magazines representing various types of industries and businesses throughout the nation. The "reading ease" of the content dealing with company policy and practice (including plant views, management information, employee programs) were measured by the Flesch formula. The "average" reading ease score for the 50 publications was 48.6. What this actually means is that the writing style is "difficult" to read and understand. Such writing is found in textbooks and semi-scientific journals. But the most important point as far as effective communications is concerned is that the messages are easily read only by high school graduates. And according to the old census figures, approximately 33 per cent of the adult population have this much education! Even assuming an appreciable increase in high school graduation during the last ten years, it is safe to assume that the majority of house organs today are aimed over the heads of better than 50 per cent of their readers.

Industrial editors and members of top management tend to disregard some important facts about employee communications. A company paper can't force itself upon its employee readers. Whether they read it or not is a matter of their own choosing. And even if they start to read it, there is no assurance they will finish it. Secondly, the house organ is directed specifically toward an unchangeable reading level. Thus, if the receiver's "frequency" is inalterable, any adjustments in the

*Opinions expressed by the author are his own and do not necessarily reflect those of the Air Materiel Command.

communications system must be made in the transmitter. . . . if the message is to get through.

When we consider that at least 50 per cent of the employees have a difficult time reading and understanding management's messages, in addition to the fact that a sizeable group apparently do not read *any* management publication, this problem of effective writing cannot be over-emphasized. Without free interchange of information, views, and aims, we can't expect the employees to understand the role management wants then to play in the total industrial situation.

INEFFECTIVE COMMUNICATIONS ARE COSTLY

Publishing newspapers, magazines, and other employee communications is a costly business. It's downright wasteful if the messages in these publications are missing their target. Misunderstanding and incorrect interpretation are bound to exist so long as employees are unable to easily grasp material written for them. A profitable business is one that is getting some real returns on its investment. Can management today say its employee communications program is profitable? For example, here are some remarks taken from the house organ of an aircraft parts manufacturing company: ". . . Management in the discharge of its function is restricted by laws and regulations as to its powers and jurisdiction in bargaining on matters of wages and hours. However, such laws and regulations which, by their existence, limit administrative discretion in this field are not subject to such strict interpretation as to have officials with no discretionary powers whatever to meet with representatives of organized employees for the purpose of discussing possible adjustments in working conditions which do not fall within the discretionary powers of the officials." How many employees, do you figure, would be either able or willing to wade through those difficult words and complex sentences? How many receivers were tuned in on that message?

Members of top management themselves are among the most frequent violators of the rules of effective industrial writing, it was revealed by the survey. Apparently, the company president and other officials believe they must appear "dignified" and "educated" in the eyes of their employees. Articles on economic conditions or free enterprise are therefore likely to be stuffy, stilted, and loaded with five dollar words. Such writing only reduces the human interest value of the articles. Why write if people can't or won't read our message?

The Bell Telephone Company learned long ago that it was more effective to hire an industrial writer and teach him what he needed to know about technical subjects than teach an engineer or scientist how to write. Usually, house organs which have one of their engineers write an article on some technical operation in the plant end up with a "difficult to read" article. Technical people and specialists are continually guilty of assuming their readers know as much about their subjects as they do.

Here are just a few of the words found in articles written by technical members

of top management. These articles were designed to acquaint the employee with the technical methods of plant operations:

insuperable	vacillate	unrequited
efficacy	pragmatic	ludicrous
congruent	retrospect	aberrations
integral	internecine	jurisdiction

These are not words of common usage or easily understood by workers with less than a high school education.

GETTING THE MESSAGE ACROSS

First and foremost, employees don't enjoy reading anything they can just barely understand. They like to read things that don't require too much effort. That's one reason "Time" and "Reader's Digest" are two of the most popular magazines on the market. They are written to please the reading public. A person with a 7th or 8th grade education can read and understand the stories in these magazines. Some house organs have been able to achieve the same result. The following quotation from a recent editorial in "The Norton Spirit," house organ of the Norton Company, Worcester, Mass, is an excellent example of simple, direct, and interesting writing. It can be easily read by employees with only a 6th grade education!

"... One of the greatest stakes that we have in life is in our job. On it, either directly or indirectly, depends our own welfare and that of our family. We ought never to think lightly of it—the stake is too great. The interest that we hold in any activity is determined by the stake we hold in it. In a ball game, tennis match, or football contest, we are concerned about the outcome of our side. Its victory will add glory . . . we put a part of ourselves into each contest and we are thrilled by each successful play and depressed by each error. When it loses, we feel that we have lost. If the stake that we have in games makes so much difference to us personally, how much more concern ought we show in our job and our company. Our company is our team."

Mr. Frank H. Irelan, General Manager of Delco Products, Division of GMC, Dayton, Ohio, wrote an editorial for the January 6, 1950 issue of "Delco Doings." It's an inspirational article, as though he was speaking personally to each employee—off the cuff. Here are a few quotes: "... Tax money is supposed to be used by those agents you hire to run the government affairs. This means that you must be considered a customer by all government employees. In business we all know that the customer is the boss. Yet we wonder many times whether the government-paid employees whom we elect to office consider us taxpayers as their boss. . ."

These are just two brief instances where progressive managers realized that it is possible to tell the story of American business interestingly and in understandable language.

There are really just two things you need to know to tell whether your message is getting across to the employees. First, the reading ability of your audience; second,

the difficulty of your writing. A quick survey of your personnel records will give you a picture of your employees' educational background. Otherwise, it would not be too far off to use the general figures on education obtained in the census. Next, by measuring your writing by the Flesch formula (*The Art of Readable Writing*, 1949, Harper & Bros., N. Y.) you can compare your reading ease score to the educational level of your readers. In addition to these two points, here are a few tips on how to write to be understood. The starting point is to ask yourself the question, "What am I trying to tell *whom*?"

1. *Define your purpose for writing.*

The reader should be able to understand what do do, why it must be done, and how to do it.

2. *Present your ideas in a logical order.*

Don't jump from one idea to another. A simple, easy flow of related ideas is necessary for proper understanding.

3. *Use words of one or two syllables.*

Edit your paper from the reader's point of view. Big words only confuse the reader and prevent him from getting your message.

4. *Keep your vocabulary familiar.*

Logic won't help the reader if he does not understand the words used. Avoid using foreign phrases.

5. *Use simple sentence structure.*

It used to be fashionable to write articles with sentences running well over 100 words. Today leaders in education have shown that writing can be more easily read and remembered if the sentences are short. "Time" and "Reader's Digest" contain sentences "averaging" about 17 words.

It would be well for top management to reconsider the purpose of their house organs. They are written for the employees, not the executives. They are a means of promoting better employee-employer relations by bringing about greater understanding of the aims and goals of management and the company. If the employee is worth writing to, he is worth the effort to talk his language.

Much has been said about the importance of measuring the effectiveness of personnel programs. Little has been offered, however, in the way of specific methods of doing this. Here are six yardsticks for finding out how you are doing.

How Effective Is Your Personnel Program

By BORIS BLAI, JR.

WHILE a perfect score in the art of personnel management may never be realized, each gain accomplished is well worth the investment of time and effort. Wise decisions in worker-management relations yield direct payroll savings. Specific dividends (successes) in reduced operating costs, do result from sound and practical personnel management programs. Among these savings are: (1) fewer workers required for the same output, (2) low controllable personnel turnover, (3) ability of the organization to accomplish new and emergency jobs quickly and competently without need for overtime or increased personnel, (4) low waste, rejection and accident losses, (5) fewer and more easily adjusted grievances, (6) substantial participation in incentive programs, and (7) low sick absences. Although a personnel program may be well designed to realize these savings, it cannot be assumed that its execution will automatically be successful. Follow-up and evaluation must be an integral part of the personnel program itself.

HOW TO JUDGE YOUR PROGRAM

Several means of judging results may be used to good advantage. They include (1) comments of workers, (2) the actions of management-supervision, and (3) records. Considered individually, the comments of individuals may often be unreliable. Each individual judges according to his personal understanding. Therefore, there is little chance of establishing a yardstick of measure against which these many different impressions and viewpoints may be checked. However, when these comments are cross-checked against records of actual experience (not merely opinions), a more accurate picture can be drawn.

Following are six suggested records which can be maintained with a minimum of extra clerical work. In our organization these are furnished monthly to all levels of management and are also consolidated for them in semi-annual Personnel Program Reports to reveal trends and the direction in which the program is moving.

1. *Quit Rate*

How stable is the work force? The importance of quit rate to production costs can be hardly be overemphasized. Loss of "know-how" shows up in lowered production and higher unit costs. Higher waste and rejects often occur, and the substantial hidden cost of training suitable replacements further point up the major importance of the quit rate. Of course, there are many things beyond the control of management which cause workers to leave. However, there is one major area in which management can take aggressive steps to prevent excessive losses of personnel. "Ground rules" and working practices play a very large part in the decision of individuals to either remain with or leave an organization. When these rules are kept current and brief and the practices are fair, worker reaction is generally favorable and quit rate remains low.

2. *Grievances*

Worker job competence and job satisfaction (morale) almost always go hand-in-hand. Considered alone, grievance statistics can often be misleading. If, for example, the grievance procedure is not fully understood by the workers or if there is fear of retaliation because of filing a grievance, such statistics alone are misleading. However, if grievance rate is considered together with the quit rate and both suggest the same conclusions it is reasonable then to assume that both rates are reliable and may be used with confidence in gauging the effectiveness of the personnel program.

3. *Exit Interviews*

Why do workers quit? Reasons for quitting can be very revealing to Management, pointing up areas in which management policies and practices might well be amended. However, caution must be exercised in this connection. The workers' "given" reasons may or may not be the true reasons for their leaving. Here, as in the case of grievance rate, these "given" reasons must be considered in the light of the facts revealed by the quit and grievance rates. If, for example, the quit and grievance rates indicate general dissatisfaction, and "given" reasons in exit interviews do not reveal such dissatisfaction, obviously the "given" reasons are not valid.

When, however, all three records point to the same general conclusions, it is reasonable to assume that these "given" reasons truly reflect the attitude of separating workers.

4. *Disciplinary Actions*

Lost worker good will and resultant lowered production, as well as lost production from enforced suspensions, make disciplinary actions a costly proposition. A high rate of disciplinary actions may result from poor supervision, below standard workers or a combination of both. In any event, a high rate always means higher payroll costs and therefore should be a matter of regular review by management.

As previously noted, caution must be exercised when interpreting disciplinary action rate. A low rate should not of itself be interpreted as evidence of good manpower utilization or sound and harmonious worker-management teamwork. Lax, timid or unfair supervisors may well fail to administer discipline when appropriate. Therefore a low rate as such could be misleading. To avoid this pitfall, disciplinary rate should always be considered together with the other records.

When the disciplining action rate does run high there are several practices which management may employ to good advantage. Principal among these are: (1) more careful attention to the selection and job placement of workers, (2) practical on and off-the-job training to achieve closer matching of worker skills, abilities and interests with the actual job requirements, (3) keeping workers fully and promptly informed regarding changes in work conditions, (4) exercising patience, fairness and consideration when instructing, advising or consulting with workers, and (5), of paramount importance, never losing sight of the fact that each worker is a unique individual who reacts differently to leadership guidance according to his own viewpoint, desires, needs and interests.

5. *Sick Absences*

When the sick absence privilege is abused by workers, this strongly suggests management failure to "sell" the personnel program. In addition, direct and very sizeable cost reductions can be realized when the sick absence rate is lowered. However, before a low sick leave rate is itself interpreted as evidence of good morale, consideration must be given to the other records. A low rate may be the result of an overly severe and unreasonable management attitude. Therefore, unless sick leave rate suggests the same general conclusion as the other rates, it should be evaluated with great care.

6. *Incentive Programs*

The amount of worker participation in incentive programs offers further evidence of the extent to which management has been successful in creating and maintaining a "will to work" among employees. Low participation in available programs suggests lack of worker interest at the very least, or may result from a strong negative attitude among the employees.

In any event a high degree of participation is a desired goal both for direct cost reductions through suggestions and as evidence of employee interest and pride in their organization. Low participation may, however, not be a matter of employee disinterest. It might well be the result of poor publicity, faulty administration or lack of understanding. Here again interpretation of results by groups should be the guiding principal as indicated for the other records.

CONSIDER ALL SIX RECORDS TOGETHER

A direct advantage in considering the six records together is that when any rate appears contrary or inconsistent with the others it usually points up a particular

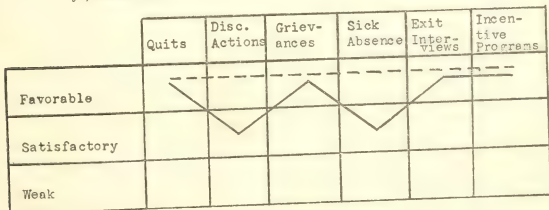
area which should receive the immediate attention of management. For example, in analyzing incentive program participation in one organization a zero rate existed. Yet all over records suggested satisfactory or favorable results. Upon investigation it was found that supervision in the organization actually discouraged participation in the mistaken belief that improvements recommended by workers reflected upon their ability to "run their own outfits". Corrective action was initiated and improvements have since been noted.

A simple Personnel Profile Chart can be developed, to graphically present summary results of these evaluations. It may be drawn for each major segment of the organization as well as the entire outfit, and several periods can be posted to the chart for comparison purposes. Each organization will, of course, establish its own criteria for "satisfactory", "favorable", and "weak". In the development of our Chart the following criteria are considered: (1) comparison of indicative record rates with other Federal establishments, (2) comparison with private enterprise in the local labor market, (3) comparison with our previous experience rates where other comparison information is not available. As an example, the following chart presents our program profile for the year 1950, indicating comparisons of first and second halves of the year.

It has been noted during the past two years that the more alert members of supervision have shown a very lively interest in receiving this type of information. This has been evident from the comments and questions directed to the Personnel Office. Directly benefitting the Personnel Office, it has provided a helpful yardstick for making comparisons, indicated program trends throughout the two years, and furnished accurate facts upon which to base recommended program changes. Of paramount importance, it has been quite evident that this type of periodic report has helped management judge the effectiveness of its personnel practices. Spirited discussions regarding the specific contents of these semi-annual Personnel Program Reports leave little doubt that to-date each report has received careful study by line Management.

PERSONNEL PROGRAM PROFILE

———— January-June 1950
 - - - - - July-December 1950



Since 1947, every effort has been made by the management of one company to apply the Golden Rule to employer-employee relationships. The results have been rewarding.

The Golden Rule in Employee Relations

BY WILLIAM G. TORPEY, Personnel Officer, Naval Research Laboratory, Washington, D.C.

A sound philosophy of human relations in personnel management, simply stated, is the golden rule: "Do unto others as you would have them do unto you." In government and in industry, the number of management officials who believe in this philosophy is growing. Nevertheless, the number of specific organizations—either government agencies or industrial concerns—in which this knowledge is effectively applied is comparatively limited. One organization which, it appears from investigation, has successfully taken this constructive attitude to to employer-employee relationships is the Atlantic Steel Company.

Occupying almost two hundred acres in the northwest section of the city of Atlanta, Georgia, the Atlantic Steel Company makes sixty-five different steel products in over a thousand sizes. Its products, bearing the trademark "Dixisteel", are well known through the southern part of the United States. Many of the company's products leave the factory for direct use by an ultimate consumers; others of its products are utilized by different manufacturers who subsequently shape the steel into various conveniences and necessities. The Atlantic Steel Company employs two thousand persons. It is not the physical size of the plant, nor the number and kinds of products, nor the number of individuals who are employed which are noteworthy; rather, it is that employer-employee relationships are based on the golden rule.

The employees of the Atlantic Steel Company are treated by management as human beings. Each employee is considered to be an individual with likes and dislikes, strengths and weaknesses, drives and frustrations. Management has adopted the policy of treating the individual employee with fairness, with dignity and with sincerity. And for their part, the employees regard management as an honest and conscientious employer.

This attitude of mutual respect extends, on the one hand, from first-line supervisors to the president of the company. And, on the other hand, from apprentices to union officials. This atmosphere of amicable management-labor relations did not

evolve gradually over the forty-nine year history of the company nor did it occur overnight. The effort to understand human behavior better at the Atlantic Steel Company has been developed since 1947 through the specific efforts of Robert S. Lynch, who at that time became President of the Company. Today supervisors and employees alike give Mr. Lynch the chief credit for this.

Evidences of belief on the part of the employer and employees at the Atlantic Steel Company in the value of friendly relations in solving management labor problems, are numerous. On a recent visit to the plant, the following conditions were noted:

EXAMPLES OF PRACTICE

(1) *Management officials*—from the president down—*know their employees as individuals*. Management officials at all levels call employees by name, very frequently by their first names. Supervisors express sincere interest in personal problems of the employees. For their part, employees confide in management. This aspect of familiarity is not confined to the first-line supervisor; management officials higher up in the organizational structure, as a matter of practice, carry on their contacts with employees on a personal basis. It is a common occurrence for the president of the company to make daily visits to various buildings at the plant, regardless of the weather and regardless of the physical conditions surrounding the making of steel, to ascertain the progress of individual projects, to observe at first-hand any particular problems employees may be encountering and to exchange the pleasantries of the day.

(2) *Social activities* for all employees of the company—supervisory as well as non-supervisory—are periodically held. A company picnic is an annual affair attended by practically all employees and their families. The first such picnic two years ago was sponsored by the labor union at the company (Local Union No. 2401 of the United Steelworkers of America). Subsequently, the company was host at a similar affair. In 1949 a steak dinner for over six thousand persons—the employees and their families—was provided by management to celebrate the establishing of high production records.

(3) *Safety* of the individual employee is carefully and continuously stressed. Some positions in any steel mill are hazardous. It is expected, therefore, that there would be routine references to safety precautions as an aspect of the company's legal responsibility. However, employer and employee at the Atlantic Steel Company far exceed any legal minimum in actually placing considerations of safety ahead of production.

A broad safety education program is in operation. Manuals on safety are distributed among employees; numerous eye-appealing signs and slogans promoting safety-consciousness appear throughout the plant. An aggressive accident prevention committee has been established. Supervisory and non-supervisory personnel attend regularly scheduled safety classes at which potentially hazardous conditions are discussed and the human aspects of safety emphasized.

PRE-SUPERVISORY TRAINING

(4) *A pre-supervisory training program* is carried on for the purpose of qualifying competent employees for promotion to foreman positions. The superintendent of the department concerned chooses men to undergo such training. The training itself covers approximately twenty work days and includes education on industrial relations and safety; industrial engineering; inspection, costs, time-keeping, administration and pay; and operations. During the training period, the employees are paid at the rate equal to that they would have made had they remained on their regular job. This policy of promotion from within—as long as qualified employees are available—is zealously followed. Each new foreman's position is filled on a competitive basis from those who have completed the pre-supervisory training program. The fifth such pre-supervisory training program was held in March 1951.

(5) *Recognition* is promptly afforded outstanding achievements of individual employees. Management makes a constant effort to ascertain individual accomplishment. A system of incentive pay has been established for the majority of positions. A steak dinner is provided for every employee in a work group which breaks a previous monthly production record.

During the year of 1950, approximately sixteen hundred employees received such dinners, in view of their breaking thirteen major departmental records.

(6) *Management-union relations* are excellent. Interviews with management officials and union representatives pointed up the prevailing attitude to be that the union needs the company and the company wants the union. The union is a local of the C.I.O. United Steelworkers of America. As should be expected, there are occasional differences of opinion between management and the union. However, reliance is placed on the conference method to adjust any differences. In each instance a sincere effort is made to reach an equitable settlement on a human basis. It is not a coincidence that, at a recent national bond rally at the plant, spark-plugged by the Secretary of Treasury in person, the immediate circle surrounding the Secretary during his speech was composed of the President of the company, a foreman, a union committeeman, the Industrial Relations Officer, a Vice-President of the Union and the President of the Union.

METHODS OF COMMUNICATION

(7) *An effective two-way communication system* is maintained. Management provides the employee with an attractively-styled employee handbook when he reports for duty. The handbook, entitled "Men Working Together", contains an excellent resume of employment information. A magazine, "The Dixisteel Ladle", is furnished for all employees by the Company. The magazine contains a series of timely articles on subjects of interest to employees.

Periodic meetings are held by supervisors to transmit essential information to each employee. Bulletin boards are maintained on a current basis. An open-door policy toward employees has been established and any employee realizes he may

always have a hearing with the President. As a result of a very effective personnel relations program carried on by the Industrial Relations Officer, Forrest A. Willingham, suggestions, as well as complaints, can reach top management within ten minutes from any physical part of the plant. Employees are encouraged to make their viewpoints known to their supervisors. Among other opportunities presented for making suggestions or comments is the chance the employee has to talk with the president or other top management officials on one of their daily visits through the plant.

Officials of the Atlantic Steel Company and union officials point to production charts as proof of the mutually beneficial results which accrue from a general application from the philosophy of Human Relations. With the physical size of the plant, type of equipment, technical processes used and number of employees remaining approximately the same since 1947, company output as measured in terms of tons of steel produced and shipped has approximately doubled since that time. Both management and labor officials alike attribute the differences in production, basically, to sincere adherence to the Golden Rule.

As the challenge to our way of life continues in the world of 1951, American capacity to produce constitutes a bulwark of national strength. It is the belief of the writer that the application of the concept of Human Relations, in the spirit in which it is practiced at the Atlantic Steel Company, will go far in enabling our industrial system to play its rightful role in the national defense program.

A First-Hand Report on Employee Insurance Plans

By Eileen Ahern

EMPLOYEE BENEFIT PLANS IN OPERATION. By Jay V. Strong. Bureau of National Affairs, Inc. Washington, D. C. 1951. 348 pages. Indexed. \$5.00

For the first time, a really extensive field survey has been made to learn the advantages and disadvantages of various types of employee insurance programs. Much has been written about them, but this book offers an opportunity to find out how they have actually worked out. Mr. Strong, a specialist in this subject, has integrated the practical experience of almost one thousand companies with the theoretical material that has been published on insurance plans in business and industry. During 1946 Mr. Strong was a lecturer on pension plans at the University of Michigan, and subsequently, while on the research staff of the university's Bureau of Industrial Relations, he made this three-year survey of employee insurance plans in operation. The Bureau, of which John W. Riegel is Director, has published many valuable studies, among which this is outstanding. It is fortunate that this report has been published in regular book form, for it deserves a wide audience.

The care with which this report was prepared is unusual: The book is based on information from three primary sources. First, documents and reports from 1200 business organizations. (Of 3400 organizations contacted, 1200 replied and 923 of these, employing nearly six million people, furnished sufficient statistical information

to be included in the appendix.) Second, interviews were held by Mr. Strong with 123 executives from 50 selected companies that have had noteworthy experience with employee benefit plans. Interviews were also held with a number of union officials. (At various places in the book there are references to the recent influence of labor-union thinking on employee benefit programs. The final chapter is devoted to collective bargaining on this subject.) Third, the preliminary draft of the book was discussed at two conferences of experts held at the University of Michigan. Besides changes and additions resulting from these conferences, the author had the benefit of criticism from various company executives who read the manuscript, and also the criticism of Dorrance C. Bronson and W. Rulon Williamson, actuaries. These rich resources, coupled with Mr. Strong's own expertness in this field, have resulted in a valuable report.

One of the author's objectives is to enable businessmen and labor representatives to grasp a subject in which, frequently, too much discretion is left to legal and actuarial specialists. In an excellent preface, A. D. Marshall, of Schenectady, says: "Only the leader of the enterprise, not the consultant, is in a position to select the program best suited to his business." It certainly seems reasonable that he should have his objectives in mind, fix the amount which the business can afford to spend, and obtain familiarity with the current

trends in the employee benefits field. Only if he does these things can he reasonably expect satisfactory results from the work of the most experienced consultant. Not a popularization, Mr. Strong's book is a sound, but highly readable, treatment of a complex field. A few evenings spent reading it will be very rewarding. Obviously this book will be of greatest use to those directly concerned with employee insurance plans, but nearly all personnel executives—and many others—need to be well-informed on this subject.

RETIREMENT PLANS

By 1950, there were approximately 13,000 private pension plans in existence in American business organizations. Despite the expense and risk involved in such plans, many executives in this survey expressed the opinion that if a pension plan performs its primary purpose—that of providing for the systematic retirement and financial protection of superannuated employees—it would be a sound investment. Other advantages may be realized from a sound pension plan, too, such as reduction of the turnover rate of mature, experienced employees, attracting desirable applicants to the company, maintenance of high morale and salutary influence on labor relations, favorable public relations through employees who, both on and off the job, are often in close contact with the public.

There are many variations in the provisions of retirement plans. Mr. Strong analyzes many alternatives in each of the following specifications: (1) eligibility requirements for inclusion in the plan; (2) eligibility requirement for receipt of pensions; (3) normal retirement age; (4) optional retirement ages; (5) retirement benefits; (6) vesting provisions; (7) death benefits; (8) disability benefits; (9) employer and employee contributions; (10) normal and optional modes of settlement; and (11) conditions under which a plan may be modified or terminated. Mr. Strong does

not deal with these problems descriptively. Instead, he makes clear the consensus of the executives participating in the survey. While the prevailing opinions are emphasized, the views of executives who were in the minority are also reported.

Once a plan is installed, in most companies it is under the direction of a pension committee, with the secretary of the committee serving as administrator. Usually the administrator works out of the office of the general counsel, the treasurer, or the personnel administration director. In large companies with multiple locations, centralized insurance departments help to maintain a uniform employee-benefit policy. Some employers reported difficulty in securing men with the proper qualifications for administering retirement and other employee insurance plans. In general, executives reported that regardless of the department which administers a retirement plan, the contacts with an employee on this matter should normally be made by his immediate supervisor and, if necessary, by a qualified person in Personnel.

GROUP LIFE, DISABILITY AND HOSPITALIZATION PLANS

By the end of 1949, about 24 million employees in the United States and Canada were protected under group life insurance contracts, yet the first group life insurance contract was not written until 1912. Similarly, prior to 1935 hospitalization plans were practically unknown, but since that date, about forty per cent of the population of the United States has come under coverage of some type of voluntary prepayment hospitalization plan, underwritten either by Blue Cross or by insurance companies. Another important type of insurance provides for financial protection during a period of illness or disability resulting from an accident. There are many ramifications in all these varieties of insurance coverage but Mr. Strong's simple and authoritative discussion makes the fundamentals clear.

BARGAINING ON WELFARE PROGRAMS

A provocative section of Mr. Strong's book is that dealing with management-union relations on retirement and other employee benefit plans. Besides problems of joint administration, Mr. Strong discusses the historical development of union interest in company insurance plans, citing the Inland Steel decision which precipitated bargaining on pension plans in many industries. The alternatives in each of the provisions of a retirement plan—enumerated above in the section "Retirement Plans"—as they are affected by union attitudes are discussed. At the present time, for example, most unions are opposed to a fixed retirement age, though some unions have negotiated plans with such a condition. The author presents several examples of compromises on this point—that is, plans containing optional and compulsory retirement dates.

Very interesting is the author's discussion of union attitudes on early vesting provisions. Mobility of labor, unions maintain, is restricted if employees do not have a vested interest in employer contributions to the plan without a long waiting period.

Union leaders desire an arrangement whereby an employee can "carry on his back" his accrued pension benefit from one job to another. His final pension would then be the sum of the accrued benefits accumulated on each job. The problem of transferability of credits is, however, considerable. Unions have sponsored the idea of industry-wide plans or community-wide plans as one solution to vesting problems. Many other problems of collective bargaining on welfare plans are discussed by Mr. Strong. This section should be of great interest to those who have been keeping up with arbitration arrangements for dealing with disputes arising out of negotiated pension plans, for it presents a picture of the many involved questions that a company and union must deal with.

The Bureau of Industrial Relations of the University of Michigan has made available, in Mr. Strong's book, a valuable source of information on employee insurance plans. That such an ambitious project has produced such an interesting, well-written and relatively simple book is an achievement indeed.

UNIONS BEFORE THE BAR. By Elias Lieberman. New York: Harper & Bros. 1950. 371 pp. \$5.

Here is a panorama of the principal labor trials which have shaped the course of American labor history from the beginning of the 19th century and the celebrated Philadelphia Cordwainers' case up through the 1949 United States vs. John L. Lewis debacle. And through the exciting courtroom spectacles that paved the way toward a more sound legal and public position regarding the rights of labor the author provides a valuable tool with which to

measure the strides which organized labor has made in recent times.

Lieberman, a long active partisan in the union ranks, analyzes and interprets each case and decision. What he does is present in fluent and non-legalistic terms the evolution of the trade union movement as influenced by the social changes through which the nation was passing. And although the factual material is scrupulously accurate, the author's opinions reflect his sympathies which long years in the union movement, first as union official and later as labor attorney, have conditioned.

The trials are carefully chosen and tied together by the thread of continuity which marks the development of labor rights and recognition. The stage is set for each case in the human implications which stimulated the issues. The author sees organized labor's beginnings and early history marked by open hostility and virtual intolerance, with no national and public acceptance of labor rights until the 1930's and the passage of the Norris-LaGuardia and Wagner Acts. What he records is a trial of legalistic condemnations of union efforts to act collectively up until the last 20 years.

This volume succeeds in making for an awareness of the long uphill struggle which organized labor has been waging as seen through the legal notches which it has carved in making its way toward its current position of relative maturity, as well as to provide a vantage point from which to consider what the future holds in store.

It is written in simple and clearly readable style and directed at the layman rather than the legal mind. It will serve to illuminate the history of the American labor movement, not solely from the legal point of view, but with an equally keen insight into the political and economic arenas.

Paul Wasserman
Brooklyn Public Library

PROCEEDINGS OF NEW YORK UNIVERSITY THIRD ANNUAL CONFERENCE ON LABOR. New York: 1950. Matthew Bender & Co. Albany, N.Y. 689 pages. \$8.50

Many have come to look with interest every year for the publication of papers presented at New York University's Conference on Labor held in New York every Spring. Publication of the *Proceedings* in book form makes available much important material of permanent value for a larger audience than can attend the Conference. The current volume, edited by Dr. Emanuel Stein, shows the same thorough planning

and meticulous editing that went into the two previous volumes.

This is a very carefully planned Conference, and the results show it. Speakers usually submit, in advance, detailed outlines, available to those who attend the Conference. This advance briefing of the audience makes for a very high level of discussion after each address; it also permits the conference-goer to choose the sessions of greatest personal interest. Speakers vary, of course, in the extent to which they prepare a fully-written paper for the Conference, and the tone of the majority is informal. The papers as published in the *Proceedings*, however, are evidence of the careful preparation the speakers give to this Conference.

The scope and calibre of these *Proceedings* can best be presented by listing some of the topics and the distinguished contributors: Collective Bargaining and the Community, by Henry J. Meyer, associate professor sociology at NYU; Trends in Collective Bargaining, by A. H. Raskin, labor reporter of the *New York Times*; The Uses and Limitations of Cost of Living Data, by Ewan Clague, Commissioner of Labor Statistics; Bargaining Over Pensions, by Burton A. Zorn, attorney; Problem Areas in Labor Arbitration, by Emanuel Stein, professor of economics at NYU and executive director of NYU's Institute of Labor Relations; The New Wage and Hour Law, by Robert A. Levitt, attorney; Practice and Procedure under the 1947 Amendments, and Policies Before and Since the Taft-Hartley Act, by Helen Humphrey, chief law officer, NLRB, Region II; The Rights of the Individual Employee Under the Taft-Hartley Act, by Sidney Sugarman, attorney, formerly chairman, Wage Stabilization Board, Region II; The Local Union and the International by William J. Isaacson, general counsel, Amalgamated Clothing Workers of America; Labor Relations in Trucking: A Case Study, by Lois MacDonald, Philip Frieder and Victor J. Sheifer.

In Perspective

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

HISTORY OF FACTORY AND MINE HYGIENE. By Ludwig Telecky. Columbia University Press. New York: 1948

Reviewed by A. J. Lanza, M.D. in *Industrial and Labor Relations Review*, Oct. 1949

Reviewed in *Journal of Industrial Hygiene*, May 1949

Reviewed in *Monthly Labor Review*, November 1948

Reviewed in *Engineering and Mining Journal*, January 1949

Reviewed in *Journal of the American Medical Association*, Oct. 1948

HUMAN RELATIONS IN MODERN INDUSTRY. By R. F. Tredgold. International Universities Press. 1949.

Reviewed by Donald Laird in *Survey Graphic*, May 1950

Reviewed by Nathaniel Cantor in the *Annals of the American Academy of Political and Social Science*, May 1950

Reviewed in *Management Review*, June 1950

Reviewed in *Journal of Consulting Psychology*, June 1950

Reviewed by J. Evers in PERSONNEL JOURNAL, May, 1951

Reviewed by Robert Dubin in *Industrial and Labor Relations Review*, Jan. 1951

Reviewed by Arthur Weider in *Journal of Applied Psychology*, June 1951

MANAGEMENT SURVEY. By F. C. Hooper. Pitman Publishing Co. New York: 1948.

Reviewed by Luther Urwick in *Management Review*, April 1949

Reviewed in *Associated Industries*, July 1949

Reviewed in *Executive*, April 1949

Reviewed by Ronald B. Shuman in *Industrial and Labor Relations Review*, April 1950

MENTAL TESTING—ITS HISTORY, PRINCIPLES AND APPLICATIONS. By Florence L. Goodenough. Rinehart. New York: 1949.

Reviewed in *Journal of Educational Psychology*, February 1950

Reviewed by John C. Flanagan in *Management Review*, September 1950

Reviewed by Morris Krugman in *Occupations*, February 1950

Reviewed by Josef Brozek in *Psychosomatic Medicine*, May-June 1950

Reviewed by Harold D. Carter in *Journal of Applied Psychology*, June, 1951.

PERSONNEL SELECTION. By Robert L. Thorndike. John Wiley and Sons. 1949

Reviewed by Lee Stockford in *Management Review*, August 1949

Reviewed by George D. Halsey in *Advanced Management*, September 1949

Reviewed in *Monthly Labor Review*, August 1949

Reviewed in *Informed Executive*, October 15, 1949

Reviewed by Charles Mosier in *Occupations*, February 1950

Reviewed in *Modern Industry*, May 15, 1949

Reviewed by Robert C. Rogers in PERSONNEL JOURNAL, January 1950

REHABILITATION OF THE HANDICAPPED: A Survey of Means and Methods.

Edited by William H. Soden. The Ronald Press Co. 1949

Reviewed by Henry Malisoff in *Industrial and Labor Relations Review*, October 1950

Reviewed in *American Journal of Psychology*, January 1950

Reviewed by J. S. Felton in *Survey*, March 1950

Reviewed by Salvatore G. DiMichael, in *Occupations*, January 1950

Reviewed in *Supervision*, December 1949

Reviewed in *Factory Management and Maintenance*, October 1949

Reviewed by M. E. Odoroff in *Journal of Applied Psychology*, February 1951

SUPERVISION IN BUSINESS AND INDUSTRY. By Robert D. Loken and Earl P.

Strong. Funk and Wagnalls, New York: 1949

Reviewed by Edward J. Walsh in *Advanced Management*, June 1949

Reviewed in *Trained Men*, April 1949

Reviewed by J. W. Taylor in *Management Review*, April 1949

Reviewed by Bernor M. Carlson in *Western Industries*, September 1950

Reviewed in *Office Management and Equipment*, March 1949

Reviewed in *Modern Industry*, December 15, 1949

Reviewed by Chase Conley in *Public Relations Journal*, March 1949

Reviewed by Eileen Ahern in *Industrial and Labor Relations Review*, October 1950

Reviewed by J. Roberts in *PERSONNEL JOURNAL*, February '51

TRAINING EMPLOYEES. By George D. Halsey. Harper and Brothers, New York:

1949

Reviewed by Karl W. Onthank in *Personnel Panorama*, May 1950

Reviewed in *Management Review*, October 1949

Reviewed by Frank H. Welsh, Jr. in *Industrial and Labor Relations Review*, Oct. 1950

Reviewed in *Supervision*, June 1949

BARGAINING WITH ORGANIZED LABOR. By Richard C. Smyth and Matthew

J. Murphy. Funk and Wagnalls. New York 1948.

Reviewed by Paul Pigors in *Industrial and Labor Relations Review*, April 1950

Reviewed in *Modern Industry*, Jan. 15, 1949

Reviewed by A. A. Desser in *Management Review*, December 1948

Reviewed in *Changing Times* (Kiplinger) August 1949

Reviewed in *Trained Men*, April 1949

Reviewed by A. H. Raskin in the *New York Times*, March 27, 1949

Reviewed in *Public Relations Journal*, February 1949

VITALIZING THE FOREMAN'S ROLE IN MANAGEMENT by Glenn Gardiner

and Robert L. Gardner, McGraw-Hill Book Co., New York, 1949, 274 pp.

Reviewed by Harry F. Gracey in *Management Review*, March 1950.

Reviewed in *Modern Industry*, October 15, 1949.

Reviewed by Elizabeth Faulkner Baker in *Industrial and Labor Rel. Rev.*, Oct. 1950.

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, March 1950.

Personnel Research

1. *Study of Interview Refusals.* By Sherwood Benson, Wesley P. Booman, and Kenneth E. Clark, University of Minnesota. *Journal of Applied Psychology*, April, 1951, 35, 116-119.

In the usual public opinion survey from 10 to 20 per cent of the respondents refuse to be interviewed. This study was made to determine whether the opinions of those who refuse are different from those of the respondents who cooperate. Failure to complete refused interviews may be causing a biased result in opinion surveys. The questionnaire used in this study dealt with attitudes toward Negroes. About 14 per cent of those approached initially refused to be interviewed. By careful training and selecting of interviewers, it was finally possible to complete 99.6% of the interviews in the given sample ($N = 230$). Both in attitudes toward Negroes, and in years of education, those respondents who initially refused to be interviewed differed significantly from those who did not, the refusers being less favorable toward Negroes, and having less education. Helpful suggestions are given about the training and selection of interviewers. Since most people refused before they even knew what the questions were about, emphasis is placed upon the appearance and friendly manner of the interviewer. The authors recommend: (1) that any agency concerned with survey methods train its interviewers so as to reduce initial refusals, and (2) that refusals be re-interviewed to determine whether this non-contacted group may influence the results of the survey significantly.

Hearing Loss and Worker Morale. By F. Raymond Zintz, Otation, Inc., Chicago and Willard A. Kerr, Illinois Institute of Tech-

nology. *Journal of Applied Psychology*, April, 1951, 35, 92-93.

The subjects for this study were 53 employees of the Automatic Spring Coiling Company. The hearing loss as measured by an audiometer ranged from less than one per cent to 75 per cent, and represented a random sample of adult hearing efficiency. Job morale as measured by a questionnaire, mean tenure in past jobs, and age were studied in relation to hearing loss. Inter-correlations and partial correlations were calculated. When age is held constant by partial correlation, variance in hearing loss appears to account for one-sixth of the variance in job satisfaction. The authors conclude that hearing loss may be considered an important factor in job morale. Mean tenure of past jobs is unrelated to hearing loss when age is held constant.

Psychological Climate and Accidents in an Automotive Plant. By Vernon Keenan and Willard Kerr, Illinois Institute of Technology, and William Sherman, International Harvester Company. *Journal of Applied Psychology*, April, 1951, 35, 108-111.

In the belief that certain factors of psychological climate and physical environment may be related to the causes of accidents in heavy industry, a series of ten hypotheses was formulated and subjected to experimental verification. The following indicate the type of hypotheses studied:

"2. Intensity of normal production schedules contribute to accidents."

"4. A comfortable shop environment reduces accidents by minimizing physical annoyances and distractions."

"8. Incentive pay systems encourage alertness which in turn promotes safe behavior."

The lost-time accident records of about

7,000 workers in a tractor factory for a five-year period were tabulated for each of the 44 departments of the plant. The accident rate per hundred workers per year ranged from 1.5 to 13.2 for the different departments. A panel of judges rated each department on each of ten variables which included such factors as "constant pressure to get things done," "promotion probability," "job prestige," "comfortable shop environment," and "degree of incentive work." Intercorrelations among all these variables are reported in a table. The authors regard their conclusions as tentative, but they call attention to certain trends. For example: "Comfortable shop environment appears from this research to be a major determinant of safe behavior." "Degree of crew work is positively correlated with accident rates." "The greater the degree of manual effort involved, the higher, on the average, is the departmental accident rate."

The Prediction of Driving Skill. By Phyllis F. Bartelme, Institute of Welfare Research, New York City, Edwin D. Fletcher, Department of Motor Vehicles, California, and Clarence W. Brown and Edwin E. Ghiselli, University of California. *Journal of Applied Psychology*, April, 1951, 35, 98-100.

Accident rate is frequently used as an index for gauging proficiency in driving. Two of the authors had previously found a battery of five paper and pencil tests to be effective in the prediction of accidents among taxi cab drivers. The purpose of this study was to determine the validity of these same tests in the prediction of driving skill as measured by work-sample exercises. The work-sample exercises involved such tasks as driving forward and backward in a narrow lane. Two hundred operators at an army base were given the five paper and pencil tests and also the steering and re-

action time tests in use by the California Department of Motor Vehicles. Achievement scores of these operators on the five paper and pencil and the two performance tests were compared with their scores on work-sample driving tests involving the actual operation of cars and trucks. For the most part the coefficients of correlation were very low. The steering performance test gave the most consistent results. The authors conclude that the prediction of driving skill by means of tests is by no means wholly satisfactory.

Variability of Reaction Time and Susceptibility to Automobile Accidents. By W. L. Cation, G. E. Mount, and R. Brenner, University of California, Los Angeles. *Journal of Applied Psychology*, April, 1951, 35, 101-107.

The purpose of this study was to test the hypothesis that an individual whose reaction times are relatively consistent throughout a series of measurements, irrespective of the magnitude of his mean reaction time, will be found to be less susceptible to automobile accidents than is the individual whose reaction times are more variable. Previous experiments had shown a very low correlation between reaction time and accident rate. It was thought that perhaps the "slow reactor" becomes aware of his "handicap" and makes adjustments in his driving habits. 104 Radio Patrol Officers of the Los Angeles Police Department were tested on a reactometer, which measured the time required to move the foot from one pedal to another in response to a stimulus light. Detailed statistical tables are given showing the relationship of the reaction time measures to different types of accidents. The authors state that the results of the study were inconclusive, and that the hypothesis stated above was not substantiated.

Across The Editor's Desk

With The Personnel Associations

THE WASHINGTON PERSONNEL ASSOCIATION held its May meeting on the 24th which was also the Annual Meeting. At this meeting officers for the new year were elected, headed by Harry Easmann, Director of Training, Potomac Electric Power Company. The April meeting was held on the 26th. The speaker was William J. McLarney and his subject was "Today's Supervisory Needs."

THE CALIFORNIA TRAINING DIRECTOR'S ASSOCIATION in its May CTDA Bulletin discusses the problems involved in holding a Pacific Coast Training Directors' Conference. The April meeting was addressed by Mr. Glen Beagle, Superintendent, South San Francisco Plant, Swift & Company. His topic was "This Is Our Problem." In his talk Mr. Beagle gave an excellent demonstration in the use of the "flannel board."

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO held its regular meeting on the 14th of May at the Chicago Bar Association. The speaker was Eugene H. Jacobson of the University of Michigan and his topic was "Dynamics of Group Morale." On May 8th the Employment and Placement Groups held a meeting on the topic "Techniques of the Employment Interview." The speakers were S. J. Fosdick of Wieboldt Inc.; T. J. Manzke, The Pure Oil Company; and V. B. Leister of Public Service Company of Northern Illinois. On May 3rd the Management Employee-Community Relations Group met to hear A. D. Spaulding of Illinois Bell Telephone Company speak on "Developing Employee-Management Two-Way Communications." On April 26th there was a special meeting on the subject "The Integration Program at Carson, Pirie, Scott & Company." The speakers were C. Virgil Martin and Eliza-

beth Hatch of the Carson, Pirie, Scott & Company.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION reports much activity and new members. The Portland chapter reports nine new ones and Vancouver has added three. The Association's monthly publication "Personnel Panorama" continues its 8-page breezy way.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES is more active than in almost any other association. The April issue of *Pira-Scope* has a page one story about Palmer Wentworth's article in March Personnel Journal on organizing a local personnel association. Twenty-four new members are listed in the April and May issues of *Pira-Scope*, each issue of which contains ten to twelve pages of news of the Association and its members. I shall be in California during the latter half of October and look forward to renewing my acquaintance with many members of the Los Angeles Association.

THE AMERICAN ASSOCIATION OF INDUSTRIAL EDITORS held its annual meeting in Philadelphia March 29th and 30th. A preview party was held on the night of March 28th at the Pen and Pencil Club. The general subject of the conference was the improvement of understanding between employer and employee. Clinics were held for editors of company papers, led by journalism instructors and industrial editors. On the second day Harry F. Gracey, until recently Training Director for SKF Industries, Philadelphia, presented dramatizations of Industrial Editors' problems using role-playing. George S. Talmadge of Minneapolis-Honeywell Regulator Company, Brown Instrument Division, was General Chairman of the Conference.

THE FIFTH ANNUAL CONFERENCE OF TRAINING DIRECTORS was held at Cornell July 12th and 13th. It was under the direction of the New York State School of Industrial and Labor Relations. The theme of the Conference was "Organizing and Administering the Training Function." The Conference lasted two days and was devoted to the discovery of training needs, the development of training programs, supervisory improvement and other problems of training.

THE EASTERN STATES CONFERENCE OF TRAINING DIRECTORS was held on May 10th and 11th. This is the Third Annual Conference and was sponsored by the National

Association of Training Directors. The registration chairman was Joseph H. Jackson, American Gas and Electric Service Company, 30 Church Street, New York 8.

THE TEXAS PERSONNEL AND MANAGEMENT ASSOCIATION held its annual meeting at the University of Texas in Austin. The conference was devoted mainly to the problem of supervision. Panel discussions were held with both workers and supervisors represented on the panels. It is interesting that this conference was reviewed in detail in *Management Information* a weekly letter written for department supervisors and foremen by the Elliott Service Company and edited by Glenn Gardiner & Associates.

Employee Publications

THE OLIVER IRON MINING COMPANY, a subsidiary of the United States Steel Corporation, publishes an employee magazine called *Ore, Iron and Men*. Recently they have been running a series of articles describing different departments of the Company. The March issue describes the Grading Department, which is called the nerve center of ore movement. The April issue describes the timber operations for the Geneva Underground Mine. The May issue describes the Godfrey Mines. This is one of the relatively few underground iron mines. Today, less than 5% of the ore from the Hibbing District comes from underground. *Ore, Iron and Men* is a well-printed, liberally illustrated magazine of 24 pages.

NATIONAL STEEL CORPORATION has issued a report to employees for the year 1950. This is handsomely printed on coated paper with numerous illustrations. The most striking one is a folding sheet showing a green one dollar bill and illustrating with lines how each dollar of the Company's expenditure is paid out. The total amount paid out by the Company is nearly \$541,000,000. The main part of the booklet

consists of five pages under the heading "To Our Employees." This is a letter signed by the President describing the operations of the Company for the year, with some interesting economic facts.

THE SOUTHERN STATES COOPERATIVE of Richmond, Virginia has just re-issued its employee handbook *Know The Ropes*. This is unusual in the seven pages of Chapter 1 describing the purpose and history of the organization. Few handbooks take as much care in presenting the story of the organization to its employees. R. E. Bentley is Director of Personnel and is responsible for this excellent handbook.

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY of Newark, N. J. publishes a small size newspaper style employee magazine which is issued every other Friday. This type of employee paper is increasingly being adopted. Among the reasons are that more frequent appearance makes it of more interest to employees. A recent issue of Mutual Benefit Life contains news of individual employees and their social events and also some items of general interest such as an announcement of the election of H.

Bruce Palmer as Executive Vice President. Another item is the mention of the record-

breaking volume of business of the Company for the year 1950.

Recent Publications

PRINCETON UNIVERSITY, INDUSTRIAL RELATIONS SECTION, has just issued a new leaflet containing selected references relating to retirement. This is four pages and contains about 20 references to articles and books on various problems of retirement. Copies are available at 20 cents.

UNIVERSITY OF MINNESOTA, INDUSTRIAL RELATIONS CENTER, has just issued "Unions In The Community." This is a mimeographed study of 62 pages in cover and contains the proceedings of a Conference held in February on this subject.

LABOR LIBRARY is a new organization—a book club. This makes available the labor books from all publishers. These books are reviewed periodically in a Labor Library Bulletin by an Advisory Panel of men and women active in labor and education. Labor Library headquarters are at 622 Greenwich Street, New York 14, N. Y.

THE PSYCHOLOGICAL CORPORATION, 522 5th Avenue, New York 18, has just issued a revised manual of Mechanical Comprehension Test, form BB. This test by George K. Bennett has had considerable use in industry. Much of the information in this manual is new and a good deal of it has been obtained from industrial corporations which have been using the tests. A copy of this revision of the manual will be mailed on request to present test users by writing to Marjorie Gelink, Assistant Director Test Division, The Psychological Corporation, 522 Fifth Avenue, New York, N. Y.

PSYCHOLOGICAL BOOK PREVIEWS is the title of a quarterly Journal of which the April 1951 issue is the second. It is edited by John W. French of Educational Testing

Service, Princeton, N. J. and is issued from the Psychological Book Previews, 31 Markham Road, Princeton, N. J. Single issues are \$1.25 and the annual subscription price is \$4.50. The current issue comments on about 40 books dealing with various fields of psychology, counseling and statistics.

THE UNIVERSITY OF WISCONSIN has issued the John B. Andrews Memorial Symposium on Labor Legislation and Social Security. This is a well-printed book of 198 pages dealing with such topics as unemployment insurance, fair employment practices legislation, health insurance and allied topics.

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY of Newark, N. J. has recently issued a handsomely printed book under the title "Begin Now—To Enjoy Tomorrow." The book was written by Ray Giles and is sent without charge to anyone upon request. In view of the rapidly growing number of older people in the United States the problem of retirement is becoming of increasing importance. The Mutual Benefit Life Insurance Company has issued this book as a public service in order to call attention to the importance of this problem. The book deals with the problem of retirement and the importance of planning for it well ahead of time. It deals with all the problems which arise in the course of such an important undertaking.

CORNELL UNIVERSITY was the scene of the annual course in Audio-Visual methods which will be given this summer from July 2nd to August 11th by the New York State School of Industrial and Labor Relations. Audio-Visual methods of communication are being given so much more

attention today that a course of this kind will be of great value to organizations planning to make use of these methods. Information may be obtained from the School at Ithaca, New York.

THE FOREMEN'S DIGEST is the title of a new Digest style magazine designed and printed expressly for the foremen. The topics carried in the first two issues are drawn from many sources including Factory Magazine, Harvard Business Review, Wall Street Journal, Personnel Journal and many others. The subscription price is \$6.00 per year and the publication office is The Foremen's Digest, 18 South Dean Street, Englewood, N. J. Mort Friedlander is Editor. Quantities bring lower prices. For example 500 or more copies may be had at a price of 47¢ each.

THE AMERICAN MANAGEMENT ASSOCIATION continues its issue of the valuable personnel series of handbooks which are the addresses made at its various conferences. Number 137 is "Practical Methods of Management Development." Number 138 is "Critical Factors in Management Planning." Number 139 is "Management Resources for the Emergency." Number 140 is "Tools for Improved Personnel Relations." Each of these is available from the Association at 330 West 42nd Street, New York 18, N. Y. for the price of \$1.25 each.

THE AMERICAN SOCIETY OF TRAINING DIRECTORS in its publication The Journal of Industrial Training for November 1950 has issued a catalogue of training materials in their library which is operated in conjunction with the Purdue University Libraries at Lafayette, Ind. The listings occupy 18 pages and are divided under 8 headings such as apprentice training, program development and administration, etc.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD announces the publication of No. 113, Studies in Personnel Policy, en-

titled "Cost of Living Provisions in Union Contracts." The study was conducted by James J. Bambrick, Jr. and Harold Strieglitz of the Board staff.

THE SCOTT PAPER COMPANY, Chester, Penna. issues a little handbook for employees under the title "Measuring the Job: Scott Salary Job Evaluation Program." This is a five-page illustrated booklet telling the different steps in the program of evaluating and pricing salary jobs. The book begins by stating that the method in use here is the factor comparison method and describing it in brief. References are made to the evaluation through committee action rather than by an individual. Salary grades and how they are determined are discussed. It is noted that job evaluation does not attempt to rate the man. The final section is under the heading "How Does Job Evaluation Affect You?"

RADCLIFFE COLLEGE, Cambridge 38, Mass. has issued the 1951-52 catalogue of the Management Training Program, which was inaugurated in 1931. This is a one year graduate course in Business Administration for women. Up to now the classes have been limited to about 40 students. Beginning with the coming year the management training program will be extended to include about 70 students. This is due to the increased industrial activity and the greater demand for young women in administrative positions. The program includes six months of academic work at Radcliffe College and two periods of four and six weeks respectively of full-time work in commercial or business institutions. Applicants must have a superior college record and be not over 30 years of age. Information may be obtained from T. North Whitehead, Director, Management Training Program, Radcliffe College, Cambridge 38, Mass.

THE BUREAU OF NATIONAL AFFAIRS, 1231 - 24th Street, N. W., Washington 7, D. C. is issuing a series of Personnel Policies

Forum. No. 2 is *Status of First-Line Supervisors* and Survey No. 3 is *Is Management Listening?* These surveys are prepared with the assistance of a panel consisting of a large number of personnel and labor relations directors. The one on status deals with pay and other responsibilities and authorities of foremen. The other survey deals with communication. Both contain much valuable information. They would have been more convenient if each had been properly indexed.

THE PAPER CUP AND CONTAINER INSTITUTE, 551 - 5th Avenue, New York 17, has recently completed an extensive study of industrial feeding. A 19-page report on this subject may be obtained from the Institute upon application. Factory Management and Maintenance for May 1951 contains an article on this same subject.

THE UNIVERSITY OF DENVER has just issued the Winter 1951 issue of *Industrial Relations Newsletter* published by the Department of Personnel and Industrial Relations. One of the articles in this issue is *Opportunities for Women in Public Utilities*. This was written by Gertrude Prince in connection with her work in Industrial Relations at the University. Theodore Cutler is Director of the Department.

THE SOCIETY FOR PERSONNEL ADMINISTRATION's speakers at the recent Convention in New York stressed the need for extended services by the Personnel Department in this present possibly long-lasting defense "Emergency." Giving practical suggestions for "Personnel Practices for the Butter and

Guns Economy" were the panel speakers Dr. George K. Bennett, Richard C. Smyth, John H. Holzbog, Leonard C. Fogg, E. E. R. Wallace and Dick Johnson. The luncheon speakers gave information on the government's program for wage stabilization. At the business meeting William Leonard Smith of Lightolier Company was elected President. A vote of thanks was given to Walter Mason who has been President for the past two years for his persistent efforts to make personnel administration a profession.

I HAVE JUST RUN THROUGH the proceedings of the 1950 Annual Conference on Public Personnel Administration, sponsored by the *Civil Service Assembly*, of which my old friend and former associate, Kenneth O. Warner is Director. Among many other things that caught my eye was a story about the importance of the telephone. I just got well into the story on page 139 when, upon turning the page, I found it blank! I suppose I'll never know the rest of the tale, but from what I saw I was able to tell that the Des Moines city administration, with the assistance of the Bell Telephone Company, had made good use of the "Voice Mirror." In the course of the article the author contrasted his reactions to two voices; one disagreeable and one very pleasant. All of us have had such experiences. My most recent pleasant experience was only a repetition of many others of the same kind in telephoning to the Fidelity-Union Trust Company of Newark, N. J. The operators there invariably make sure that you get exactly what you want—even if you don't know, yourself, what it is!

SITUATIONS WANTED

(Continued from page 120)

LABOR RELATIONS OR PERSONNEL ASSISTANT: B.S. in Psychology. M.A. in Labor Relations and administration. Vet. 1 year experience personnel manager small corporation. Seek opportunity, minimum salary for responsibility. New Jersey, New York or relocate. Reply Box 135

MARKET RESEARCH & ANALYSIS: Presently employed—experience in both public opinion surveys and employee attitude studies—including questionnaires, coding, tabulating, IBM, analysis and interpretation. Trained in report writing and presentation of survey results. Age 29, married, BS in Commerce with emphasis on market research and analysis; no reserve status. Detailed resume on request. Reply Box 143.

PERSONNEL: 26 year old married man. B.A. & M.A. All work except dissertation toward Ph.D. Three year college teaching experience coupled with student counseling. One year prison administration. Seek employment in Columbus, Cincinnati or vicinity. Reply Box 137.

PERSONNEL AND INDUSTRIAL RELATIONS: B.A. in Economics June 1949. Presently doing graduate work in labor and personnel at University of Chicago. Vet. Age 31, Married, 1 child. Prefer Ohio, Penna., West Va., New York or Maryland. Personal data on request. Reply Box 138.

PERSONNEL ASSISTANT: Broad background including engineering. Columbia MA in vocational guidance (courses in personnel administration, vocational testing and counseling, psychology, statistics, etc.). Would like to take part in well-rounded training program. Looking for company really interested in dynamic personnel program. Desirous and capable of conducting research in field. Age 27. Veteran. Married. Resume gladly sent. Reply Box 140.

MANAGEMENT EXECUTIVE AVAILABLE: Heavy experience in personnel and industrial relations, including contract negotiations with national unions, grievance handling, employment, job evaluation, employee benefits; also accounting and office management. Available as labor-human relations executive or as staff assistant to top management executive. Christian, white, 50, healthy, vigorous, young ideas. Salary open, security and future prospects factors. Willing to relocate, to travel. For resume write on letterhead to Box 141.

EMPLOYEE RELATIONS: \$25,000-a-year man qualified by Quarter Century of experience now available to take complete charge of employee relations for multi-plant or single-plant operation headquartered in Mid-West. Reply Box 144.

PERSONNEL ASSISTANT: BBA in Personnel Administration. Desire a position in the personnel field. Willing to start at the beginning. Age 24, Single. Veteran. Will relocate. Complete resume on request. Reply Box 147.

PERSONNEL EXECUTIVE: Broad industrial experience including 10 years as Personnel Manager for subsidiaries of National firm. Fully qualified in all phases of Personnel and Union relations. Multi-plant experience. Desire a challenging opportunity as principle personnel administrator of a progressive company. Self-starter. Christian, Ph.B., age 40. Married. Resume on request. Reply Box 145.

SAFETY DIRECTOR: Six years concentrated safety engineering and safety experience in plant employing over 2000. Age 37. Married. Now located in Ohio but available for location in middlewest, south and southwest. Reply Box 148.

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

ASSISTANT PERSONNEL MANAGER: 3 years diversified experience. Presently employed in plant of 550 men with contractual relations with 12 unions. Responsible for personnel selection and placement. Administrative Grievance Procedure. Cornell graduate. Age 27. Married veteran. Reply Box 122.

PERSONNEL AND WAGE ADMINISTRATION: 5 years industrial experience in all phases of personnel administration. Thoroughly experienced in hourly and salary job evaluation. Have supervised salary administration plan covering 5000 employees. Now employed as Personnel Manager of comparatively small manufacturing company. Desire employment with larger company offering greater opportunity. Prefer eastern Pennsylvania or New York. College graduate. Single woman. Age 29. Reply Box 129.

PERSONNEL WORK: Five years experience involving extensive administrative responsibility as Dean of Men in mid-western University. B.S. and M.S. degrees from Indiana University in educational personnel work and psychology. Doctor of Education degree from Columbia University in student personnel administration and psychology. Seeking position in industrial training, job analysis or placement. Middle west, southwest or west coast preferred. Married veteran. Age 32. Complete resume on request. Box 130.

PERSONNEL MANAGEMENT AND OFFICE ADMINISTRATION: Wanted in smaller business organization or unit. 14 years diverse office experience, last five in new plant handling personnel selection, wage and salary administration, job evaluation, plant and group insurance and public relations. Supervise stenographic, filing, switchboard, reproductions and other office functions. College graduate. Married veteran 2 children, age 35. Reply Box 134.

(Continued on page 119)

HELP WANTED

INDUSTRIAL RELATIONS EXECUTIVE: Large midwest company with multi-plant operation, A.F.L., C.I.O. and Independent Unions desires man with successful experience in labor relations, negotiations, contract administration and other phases of industrial relations work. Application will be held strictly confidential. Splendid opportunity for right man. Reply Box 139.

WANTED: Potential Office Manager. Publishing house seeks young man 30-35 with demonstrated ability to supervise billing and other machine operators. Must be familiar with IBM equipment, systems and methods planning. He will assume increasing responsibility for personnel and system design in other departments. Starting salary \$6500 a year. Send resume to Box 142.

ASSISTANT PERSONNEL MANAGER: Wanted for Indiana Food Company. Multi-plant operation. Must have required academic background and experience in several phases of general personnel and labor relations. Excellent opportunity with old established company. In replying complete history and salary required. Reply Box 146.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 4

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EDWARD N. HAY, *Editor*

EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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Conference Calendar

SEPTEMBER

- 10-12 Durham, North Carolina, Duke University
Southeastern Personnel Conference. Frank T. de Vyver,
Secty. Dept. of Econ. Bus. Admin., Duke University
- 24-26 New York. The Waldorf-Astoria
American Management Association. Fall Personnel Conference.
James C. Rice, 330 W. 42nd St., New York 18
- 27-28 New York. The Waldorf-Astoria
National Industrial Conference Board. General Session.
247 Park Ave. New York 17

OCTOBER

- 8-12 Chicago. Stevens Hotel
National Safety Congress & Exposition
- 16-18 Berkeley, Cal. Hotel Claremont
California Personnel Management Association. Pacific Coast Management Conference. Everett van Every, Farm Credit Bldg. Berkley 4, Calif.
- 25-26 Austin, Texas. Univ. of Texas.
Texas Personnel and Management Association. Personnel Conference.
Norris A. Hiatt, Secty. University Station Austin, Texas
- 25-26 New York. Hotel Commodore
Fed. of Employees' Benefit Associations. Annual Conference.
Chairman, Dudley Mason, Armstrong Cork Co. Lancaster, Pa.

NOVEMBER

- 1-3 Portland, Oregon. Multnomah Hotel
Pacific Northwest Personnel Management Assoc. Personnel Management Conference. Robert Hirstel, Lipman, Wolfe Co., Portland
- 19-20 Chicago. Palmer House.
National Metal Trades Association. Industrial Relations Convention.
Chas. Blatchford, Secty. 122 S. Michigan Ave., Chicago, Ill.
- 28 Chicago. Stevens Hotel
National Industrial Conference Board. General Session. 247 Park Ave., New York 17, N. Y.

Editor to Reader:-

AS THIS IS BEING WRITTEN the negotiators for cease-fire in the Korean War are sitting down for their first discussion. No matter what the outcome of these discussions it appears most unlikely that there will be any cessation in the unrelenting war on free peoples which is being waged by the maniacs in the Kremlin. The progress and outcome of this attack on free peoples by this small group of despots is of great concern to all who work in the field of human relations. And since this attack is clearly destined to continue for many years it behooves us all to be informed on the progress and outcome of the various moves which are made against us, and, so far as possible, to keep our associates informed and to influence them to a full realization of the terrible things which are happening. Modern personnel administration is a very new thing. If it has any central theme it is the worth of the individual but it is the individual whom the madmen of the Kremlin are trying to destroy. Consequently, sound personnel administration and good human relations everywhere will strengthen the efforts of those who are directly fighting our war of protection.

THERE AIN'T NO SANTA CLAUS is the comment of Kenneth J. Eaton of Associated Business Consultants, Chicago. His remark was directed at the mistaken efforts of those who would buy employee loyalty and enthusiasm for a turkey at Christmas, or even a cash bonus. He says,

"Christmas Bonuses will be given again this year to the amount of many millions of dollars. Most of this will be wasted because 'the boss doesn't know how to play Santa Claus'. Much of this loss results from the fact that it actually creates an attitude on the part of the employees which is

opposite to the one it is intended to create. About the only point on which there is general agreement is that whatever the amount actually given as a Christmas Bonus, the employee feels it is not enough.

"There seem to be a number of reasons why a Christmas Bonus so often generates ill-will instead of good-will.

1. The amount and method of payment of the bonus is determined in an arbitrary way.
2. The bonus is given in a manner which makes it appear paternalistic.
3. The amount of the bonus is usually based upon factors over which the employee has no control.

"For these reasons a Christmas Bonus does not stimulate the employee to a more productive performance. An annual bonus does not provide reminders throughout the year of management's interest and consideration for the employees. Its effect is dissipated within a very short time. Most often bonuses are related in some way to the profits of the Company but usually the employee is not able to understand the method by which profits are determined. This makes him suspicious and he fears what he cannot understand. This is an unfortunate outcome for an act which carries so much good-will on the part of management.

"If a Christmas Bonus is to be given at all why can it not be based upon factors which are somewhat under the control of the employees who receive it, with some understandable method of computing the bonus. In addition why not pay the bonus monthly or quarterly during the year, reserving a substantial amount for a final clearance payment at Christmas time. In this way the employee receives a periodic

reminder of the fact that the bonus is based on profits, which in turn are greatly dependent upon his own performance.

"Only when management realizes that paternalism is not appreciated, can there be a really satisfactory solution to the yearly bonus problem. Santa Claus, it appears, must still be reserved for children, while people in business and industry must be made aware of the fact that "there ain't no Santa Claus", and that we get no more than we earn."

A READER FROM MARYLAND, Edwin Newdick, does not wholly approve of the article in May PJ, "Problems Under FEPC" by William R. Thomas. He says, in part,

"The author of the article "Problems under FEPC" appearing in your issue of May, 1951, uses the highly questionable device, in developing his hypothesis, which has been called 'the parade of the imaginary horrors.'"

"The FEPC might require . . ."

"This would probably be considered . . ."

"This type of legislation might . . ."

"The entire content of the article is patently speculative. Mr. Thomas discusses the . . . recruitment by production employees, the inference being, of course, that fair employment practices legislation would cut off this source of help." He thinks the author should have gotten "the facts" and concludes, "I should be pleased to see . . . a serious examination of the subject in the pages of your Journal."

It would be a pleasure to be permitted to consider a story on FEPC that would contribute to the understanding of personnel workers.

FROM SOUTH AUSTRALIA comes a letter written by Keith W. Hancock of 44 Osmond Terrace, Norwood, with some pleasant remarks:

"I would like to say that the . . . PERSONNEL JOURNAL is carefully read by interested people in management circles in South Australia and is greatly appreciated."

INDUSTRIAL MANAGEMENT CLUB OF GREATER CAMDEN (N. J.) has a Secretary with another friendly comment for PJ. John S. Ray writes,

"I shall take every opportunity to say a good word for PERSONNEL JOURNAL, for it is well written, the articles are timely and most interesting and it should be a must for everyone in personnel work. It really is a high grade publication." His organization was kind enough to distribute a few complimentary copies of PJ at their June conference, which was attended by 191 supervisors.

A READER FROM SASKATCHEWAN was quoted in our April issue on the subject of employee communications. Mr. Collier has a respondent from Wisconsin. Frank Wilton writes from Neenah, Wisconsin, to say, in part,

"This free economic system is an example of something to be communicated to all members of the 'industrial team'. Managements of many companies are now doing this." A number of groups have developed excellent programs for acquainting the employees with the facts about our economic system. However, it is my belief that the most important factor in good communications is the conviction of top management. Si Hall dwelt on this point in his excellent article on employee communications which appeared in last month's PERSONNEL JOURNAL.

I HAVE BEEN VACATIONING this year, as usual, at Pigeon Cove, Massachusetts, near Rockport and Gloucester, and almost within a stone's throw of Folly Cove. Those

who don't know Cape Ann have no idea what they have missed. The people are exceptionally courteous in a quiet way and are more likely to offer to help the stranger than in almost any place I have ever been—and I have been in many of them. Merchants constantly send disappointed purchasers up the street to some competitor, in an effort to help find a wanted article. Haircuts are still 75 cents in most places. My vacation has been a great success. This Fall I shall "go West", to California and

Washington. People and customs there are different in many ways but I feel just as much at home.

CONSIDERABLE INTEREST WAS SHOWN last year in a short piece which we printed called "I Want a Boss and I Want a Worker." Travis A. Elliott, who wrote it, is Civilian Personnel Officer at Red River Arsenal, Texarkana, Texas. He has sent us a similar piece which you will like. It follows:

MR. SUPERVISOR

FAMOUS LAST WORDS (Not this way)

Good morning.
Now let this be a lesson to you.
How many times must I tell you . . .
Now let me tell you something . . .

Your personal problems mean nothing to me.
I've put up with you long enough.

You're already paid more than you're worth.
Not *that* way!
I don't care what you think!
I'm paid to do the thinking around here.

You're a sorry worker.
I'm paid to run this place.
It's not my idea . . . The Boss ordered it.

Give 'em an inch and they'll take an "L."
These people don't want to work.

Don't say anything about it, but . . .
My mind is made up.

I don't need your help.
You've got to drive 'em.
I won't stand for it.

THE ROAD TO LEADERSHIP (But this way)

GOOD MORNING!
This error caused a lot of trouble.
Did you understand my instructions?
There is something I must discuss with you.

What seems to be the trouble?

The company cannot tolerate your production record.
Why do you think you should have more pay?
There must be a better way.
Have you any ideas?
I believe with your help we can lick this problem.
Your production is unsatisfactory.
It is my responsibility . . .
It's a company policy; there must be a reason for it.

Workers generally want to do the right thing.

There must be some reason for their attitude.

(SILENCE)

Any other facts will certainly be considered.

We want your suggestions.

Lead them!

I expect to look into it further.

IT IS NOT WHAT YOU DO BUT HOW YOU DO IT that controls the effectiveness of the final result. In recent years I have seen literally hundreds of employee handbooks. All serve the purpose of informing the employee of the conditions of employment and give the rules which he must abide by in his employment. Usually they give interesting information about the company. Here is a handbook which has been prepared in a different way than usual. The Bank of New York and Fifth Avenue Bank is one of the fine old institutions in the banking world. It has the oldest continuous bank charter of any bank in the United States, dating from 1784. Don't think it is not up-to-date however. Among other efficient departments is one devoted to personnel headed by the able, affable and conscientious Jim Carey, who is assisted by Len Porter and others. Recently Jim showed me their new employee handbook, "The Part You Play in our Bank Community". The book itself is not remarkable, although it is a well designed, conveniently arranged book of thirty pages containing everything the employee wants to know from "absence" down to "workman's compensation". The different thing about this book is the way it was prepared. Jim and his associates wanted the book to be the best possible thing of its kind but in addition they wanted to be sure that it met the needs of the employees for whom it was designed. They also believed it was important to have the support and interest of all officials and supervisors. Consequently a first draft of the book was developed in the Personnel Department and was then sent "through channels" to every executive and supervisor in the company. Comments were asked for and suggestions were encouraged. Group discussions were held in different departments and the provisions of the book were examined with great care. The material which came back to the Personnel Department provided many good ideas for im-

proving the booklet. It was not possible to adopt all of these but the interest aroused by this method was assurance of the success of the project. By the time the book was issued everyone knew its contents in detail and support for it was practically universal. This is a good example of skillful communication and at the same time good training. Another example of modern personnel administration is a plan of factor comparison job evaluation. It is unusual in that there are no salary grades in the usual sense. Every point or two is considered a separate salary grade and Jim reports that this method works very well.

AN ADVERTISING MAN has this to say about the story by B. F. Eskridge which appeared in PERSONNEL JOURNAL for June. Harrison M. Terrell, who works in Philadelphia but who lives at Landis Store, Berks County, Pennsylvania, says:

Editor, Personnel Journal
Swarthmore, Pa.

Dear Sir:

Is a Personnel Director—even one who is newly hired as "Assistant to the President and General Manager"—supposed to confine his activities and constructive thought entirely to personnel problems . . . even though it may be obvious that attention is urgently needed elsewhere?

In other words, should not a Personnel Director consider himself a top company executive, concerned primarily with the success of the company and its profitable operation, by whatever means these may be attained?

As a "rank outsider" who is interested in personnel activities only as they bear on the total success of the organization, I am greatly interested in Mr. Eskridge's answer to the Yale University examination question reported in your June issue. It seems

to me he either missed or deliberately ignored the main problem posed in the question.

The crux of the matter appears to be this: that "although the market for their products has been constantly expanding, their sales have remained about level for the past five years".

In my untrained view, I wonder if there is much wrong with the personnel practices of the company that wouldn't be greatly improved if the company were making headway. Companies, like individuals, either go forward or backward. They can't stand in the same place very long. If the company has been making a good product for fifty years and has a good name, and in this day of expansion its sales are at a standstill—then there must be something radically wrong in the sales department. Personnel and methods in the sales department from top to bottom would seem to be crying for the attention of the new president and his assistant.

It was a mistake for the family to appoint a production man to the presidency after the death of the former head of the family and company. Seeing the mistake, the new personnel man if he's a real executive should concern himself first (of course tactfully, obliquely) with making the new president recognize the importance of sales and the necessity for doing something about sales immediately.

No wonder the company finds it "difficult to maintain an adequate roster of high quality personnel in both office and factory." The company is dying on its feet. High level executives unquestionably realize that. Factory workers sense it in many ways. No one is happy, energetic and secure . . . they're all looking more or less for a place to land when the business folds up. They don't want to be caught, and you can't blame them.

Improving communications, making

an organization chart, and so on doubtless need doing. But what's needed first is something cheerful to communicate. Which brings us back to our first question: is a Personnel Manager a real member of the management team, expected to function for the success of the business as a whole. Or is he supposed to confine himself to his own little sector and pretend he doesn't see the fundamental trouble? Perhaps one of your readers can tell me. I'd really like to know.

Sincerely,

Harrison M. Terrell.

ANOTHER COMMENT ON COMMUNICATIONS comes from Baltimore. Chester P. Grassmuck, the writer, is Personnel Manager of American Oil Company, who make and market AMOCO for your automobile. It is too bad that I cannot quote more than a few sentences from his letter. He says:

"Companies have grown to a size where their leaders no longer can name everyone by his or her first name. They feel they have lost control—that personal touch—so they start writing nice personal letters to everyone . . . But the result is that some of our employees no longer even listen to what is said . . . Employees seem to have distorted views of all sorts about business . . . We cannot take a negative approach . . . We must take positive action."

Indeed we must. But let that positive action begin with a full understanding of employee problems and needs and not end until every member of top management achieves a sound attitude on human relations, the first element of which is a recognition of the importance of each employee as AN INDIVIDUAL.

Ned Hay

There is widespread interest in courses in Industrial Relations—or Personnel Administration, if you prefer that term. This study was conducted at the Industrial Relations Center of the University of Minnesota. It provides a direct comparison of course content against the requirements of industrial relations jobs.

University Courses in Industrial Relations*

BY KENNETH E. SCHNELLE AND HARLAND FOX, Industrial Relations Center, University of Minnesota.

MORE firms, government agencies and labor unions are providing more jobs in the industrial relations or personnel field than ever before. As a result increased numbers of men and women are seeking professional training to qualify them for these positions: For the most part, the nation's universities will bear the major responsibility for providing adequate professional training to persons seeking industrial relations positions. Of prime importance, therefore, is the answer to the question: how well is university instruction in industrial relations geared to the practical requirements of the professional person in this field?

Little systematic investigation of this question has been reported in the literature. Perhaps the most careful attempt to fit industrial relations curricula to the requirements of unions and industry was made at the time the New York School of Industrial and Labor Relations was founded at Cornell University. The initial program of instruction was, in part, based upon information gathered in a survey of some 100 groups and individuals representing labor and management in twelve states. Their opinions were sought to discover what courses should be given in order to make instruction appropriate.¹ Their reactions appeared to justify a broad range of background and technical courses.

In a later survey, a by-product of another study at the University of Minnesota Industrial Relations Center, some 437 persons in industrial relations jobs expressed strong preference for technical courses rather than general or background instruction.² Findings were similar to those of a University of Toledo investigation of opinions of 84 personnel executives.³

* Acknowledgment should be made of the generous aid made available to the Industrial Relations Center for this study through a grant from the Graduate School of the University of Minnesota. The authors are members of the research staff of the Industrial Relations Center.

¹ Report of the Board of Temporary Trustees, "New York State School of Industrial and Labor Relations, Ithaca, 1945.

² Frank C. Harold and Philip H. Kriedt, "Round Table on Graduate Training in Industrial Relations," *15th Annual Conference on Training and Research in Industrial Relations*, University of Minnesota, 1949.

³ Burke, Donald B. and C. J. Kuschner, "Survey of the Training and Qualifications of Practicing Personnel Executives," University of Toledo, 1947, reported in *Personnel Journal*.

This report describes another and more recent attempt to appraise curricular offerings in this field. The study was undertaken as an initial, exploratory appraisal of problems to be encountered in investigating the extent to which current university instruction in industrial relations meets the requirements of this field.

INDUSTRIAL RELATIONS CURRICULA

As an initial step toward evaluating industrial relations curricula in American universities, industrial relations courses offered by 20 universities were analyzed.⁴ The 20 institutions were selected because they (1) have extensive training programs in the industrial relations field, (2) represent different geographic areas, and (3) represent differing viewpoints on these training problems. (About half organize their program on a single departmental basis and half emphasize interdepartmental instruction.) This basis of selection should be noted, for no claim is made that these 20 schools are representative of all American universities.

Examination of the official bulletins of the 20 universities discloses that they offer a total of 487 individual courses dealing with various aspects of industrial relations, or personnel administration. Although the course titles are often the same, in no case are descriptions of course content identical. To facilitate comparison between schools, these 487 individual courses were grouped into 33 "typical" courses; that is, individual courses of comparable content were grouped and a "typical course description" was written to cover the content of all courses in each group. This classification procedure is, of course, highly subjective. Some disagreement among classifiers might be expected.

In Table I, thirteen of the 33 "typical" courses are listed with a description of basic course content.⁵ These thirteen courses are offered in at least one-half of all schools included in this study. Of the original 487 individual courses, 407 or 84% can be classified under these thirteen "typical" descriptions.

The thirteen courses are listed in order of popularity—as measured by the number of schools offering the course (col. 1). If time devoted to each "typical" course is considered, as well as the number of schools offering the course, a different ranking results (col. 3). The median time devoted to each course (col. 2) was multiplied by the number of schools offering the course to get a weighted frequency-time score. It is significant that the thirteen most popular courses are the *same* whichever criterion is used.

The thirteen "typical" courses in Table I would seem to present a relatively

⁴ University of California (Berkeley), Catholic University of America, University of Chicago, Columbia University, Cornell University, Harvard University, University of Illinois, Marquette University, Massachusetts Institute of Technology, University of Minnesota, New York University, University of North Carolina, University of Pennsylvania, Princeton University, Southern Methodist University, Stanford University, University of Washington, Wayne University, University of Wisconsin, and Yale University.

⁵ The 20 courses not listed in the table and the number of schools offering each are: Labor Economics (7), Labor Market Analysis (7), Time and Motion Study (5), Foreign Labor Markets (4), Job Analysis and Evaluation (4), Industrial Education (4), Wage and Salary Administration (4), Industrial Safety (3), International Problems of Labor (2), Wage Structure (2), Public Relations (2), Industrial Hygiene and Sanitation (2), Politics of Labor (2), Proficiency Evaluation (2), Interviewing Techniques (2), Union-Management Contracts (2), Administration of Federal Labor Law (1), Social Encyclicals and Catholic Labor Movements (1), Civil Rights in Industrial and Labor Relations (1), Employee Communications (1).

TABLE I
THE 13 MOST POPULAR "TYPICAL" INDUSTRIAL RELATIONS COURSES

"Typical" Course and Description	(1) Number of Schools Offering Course	(2) Median Time Devoted	(3) Weighted Popularity Rank*
Labor Problems and Labor Economics General survey of labor problems and their economic consequences. Emphasis placed on efficiency of manpower allocation; utilization. Manpower management goals reviewed. Particular attention given to wage determination; unemployment problems. Roles of management, labor organizations, and government considered in connection with proposed solutions to labor problems.	18	1 Semester	8
Union-Management Relations Problems of conflict and cooperation between unions and management. Brief consideration given to objectives of labor and management, mutual as well as conflicting interests. Principles of collective bargaining, mediation, and arbitration studied in detail. Content of labor contracts discussed; provisions for their administration scrutinized. Union offensive and defensive techniques reviewed for comparison with management techniques.	18	1 Year	1
Role of Government in Industrial Relations Economic aspects of labor legislation, including minimum standards in wages, hours, working conditions; unfair management and union practices; protection of women and children in industry; social insurance. Attention directed to legal restrictions on weapons in labor and management conflict; emphasis placed on government's role in encouraging and implementing labor-management cooperation and industrial peace. Role of various government agencies studied; consideration given to court activities and legal procedures.	17	1 Year	2
Psychological Tests and Measurements Historical development of psychological tests and measurements as an empirical science. Emphasis placed on applications to general intelligence, aptitude, attitude, interest, general personality measurement. Principles of test construction, standardization, validation, and reliability investigated. Special attention given to problems of interpretation of test results.	17	1 Semester	10
Industrial Psychology Individual psychology in industrial situations. Emphasis placed on interviewing, testing, rating methods. Personnel classification procedures analyzed, evaluated. Psychological approach to problems of industrial efficiency, training, work methods, accident prevention, motivation.	16	10 Months	4

TABLE I—Continued

"Typical" Course and Description	(1) Number of Schools Offering Course	(2) Median Time Devoted	(3) Weighted Popularity Rank*
Human Relations in Industry Sociological and psychological aspects of industrial organization. Problems of individual motivation and personal adjustment in industrial situations. Emphasis placed on group influences, group adjustments; particularly those related to interaction of labor organizations and management and their impact on community life. Problems of morale and cooperation studied; analytical techniques evaluated.	16	1 Semester	12
Social Security History and development of social security; emphasis on current theory of American federal and state legislation. Problems of old age dependency, industrial health, industrial injury, economic risks of unemployment considered in detail.	16	7 Months	7
Trade Unions Historical development of labor movement. Organization and internal management of most important national and international labor organizations described. Trade union objectives studied with particular reference to control of labor supply, job security, wage elevation, hours reduction, retirement benefits, voice in management mutual benefit organizations. Major problems faced by labor organizations in connection with internal discipline and unity, internal government, inter-union cooperation, worker education, public relations, labor racketeering discussed. Consideration given to union offensive and defensive techniques, especially political action, strikes, boycotts, picketing, and passive resistance.	15	2 Quarters	5
Vocational and Occupational Psychology Investigation of occupations to give students background of information necessary for effective counseling. Emphasis placed on determinants of individual differences and their manifestations in intelligence, aptitude, and interest, with special reference to vocational guidance and occupational adjustment. Techniques of case study and interview methods investigated.	15	2 Quarters	6
Personnel Administration Organization and administration of personnel function in industry. Concepts of personnel department functions and procedures, manpower requirements, labor market analysis, job classification, wage administration, scientific personnel selection, industrial training, employee morale, safety engineering, training and discipline, problems of community relations.	14	1 Year	3

TABLE I—Continued

"Typical" Course and Description	(1) Number of Schools Offering Course	(2) Median Time Devoted	(3) Weighted Popularity Rank*
Public Opinion and Propaganda Determinants of opinion; methods of measurement. Emphasis placed on construction of attitude questionnaires, sampling methods, interpretation of results. Applications of polling to elections, morale, and general social issues. Principles of propaganda investigated from point of view of evaluation of propaganda techniques and their effectiveness in social control.	14	7 Months	11
Industrial Relations Seminar Special topics in industrial relations. Includes detailed investigation of currently important issues. Case study and case analysis is an important aspect of course. Emphasis placed on individual work of students in fields of their own special interests.	13	2 Quarters	9
Public Personnel Administration Survey of public personnel administration, including history and legal background of civil service, personnel agencies, classification, recruitment, examination techniques, promotion, service ratings, training, discipline, employee organizations, retirement. Consideration given to powers of public personnel administrators in connection with removals, suspensions, penalties, etc. Reviews pension provisions and veteran preferences.	12	1 Semester	13

*Calculated by multiplying median time devoted to the course and number of schools offering course.

complete picture of the basic industrial relations curricula in 20 universities which have highly developed programs of industrial relations.

It will be recalled that the surveys of Stone and Kriedt and of Parks and Kirschner (see p. 128) indicated that industrial relations practitioners prefer "practical," specialized courses to more general courses. In contrast to this expressed preference, the thirteen most popular courses listed in Table I seem to indicate a heavy concentration on "general" types of instruction.

INDUSTRIAL RELATIONS JOB REQUIREMENTS

The requirements for industrial relations jobs used in this study are based on an earlier investigation made by staff members of the Minnesota Industrial Relations Center.*

Although this investigation represents as complete a coverage of job descriptions in industrial relations as is currently available, in many respects these job

* Kriedt, Philip H. and Margaret Benson. "Industrial Relations Positions and Personnel," *Mimeographed Release 1*, University of Minnesota Industrial Relations Center, 1955.

descriptions are unsatisfactory for the present investigation. Many job functions are stated in terms so general as to leave considerable doubt as to their precise meaning. Analysis is further complicated by the fact that many job functions are included in a wide variety of job descriptions, e.g., the function "supervises wage and salary administration" appears in four different descriptions. Further, job functions are grouped in a different manner than are course groupings in the universities. The result is that no job is covered completely by any one course, and no course covers completely any one job.

COMPARISON OF COURSE CONTENT AND JOB REQUIREMENTS

In the comparison of course content and job content, 25 job descriptions⁷ were broken down into 110 specific job functions. Taking one function at a time, examination was made to discover whether a job function was "adequately" covered by any of the 33 "typical" courses. Again a rather subjective type of analysis was necessarily employed; but the procedure reduced judgment to its simplest possible terms by concentration on highly specific functions, one at a time.

Of the 110 job functions used in this study, 86 (78%) are fully covered by the thirteen most popular courses listed in Table I. If three of the "typical" courses found in the study but not listed in Table I are added, an additional seven job functions are completely covered; therefore, 93 (85%) of the 110 job functions are completely covered by the curricula of the universities surveyed.

An additional 14 job functions were judged to be only partially covered by the 33 "typical" courses. These include four functions dealing with union organizing activity, three each concerned with public speaking, news editing and social and recreational activities for employees, and one function concerned with the conduct of research on effects of technological developments. Only three⁸ of the 110 job functions were not at least partially covered by the content of the 33 "typical" courses.

CONCLUSIONS

1. The thirteen most popular "typical" courses listed in Table I describe industrial relations curricula in 20 selected American universities.
2. All of these thirteen courses contribute significantly to the satisfaction of industrial relations job requirements as measured by Kriedt and Bentson. Most of the industrial relations job functions reported by Kriedt and Bentson are fully covered by these thirteen courses.

⁷ The 16 management positions used were: Industrial Relations Director, Personnel Director, Labor Relations Director, Public Relations Director, Wage and Salary Director, Employment Director, Training Director, Safety Director, Research Director, Recreation Director, Director of Employee Services, Employee Counseling Director, Records Director, Personnel Technician, Job Analyst, Employment Interviewer. The nine union positions used were: State AFL Vice-President, Business Agent, Shop Steward, Union Organizer, Research Director, Public Relations Director, Editor, Educational Director, Counselor.

⁸ Industrial Safety, Wage Structures and Politics of Labor.

⁹ These three were: "conducts research on financial conditions of firms," "conducts research on general economic trends" and "conducts research on competitive positions of firms." These functions, concerned with general economics, usually are not considered functions of industrial relations personnel. It is likely that every school surveyed has adequate courses in these fields.

Current shortages of new employees put the employment manager on his mettle. Every resource and statagem must be explored. The author gave a talk based on the outline given here at the annual meeting of the American Society of Personnel Administration in New York City, last June. It is reproduced in the original outline form, without any expansion or "padding."

Current Problems in Employment

By DORIS ANN,
National Broadcasting Company, Inc.

- I Educate your management as to the market conditions. Advise them of the problems that a short labor market creates.
- II Review and take the necessary steps to lower the qualifications for various jobs within your organization.
 - A. Reduce educational requirements
 - B. Employ older workers
 - C. Employ more women
 - D. Investigate the possibility of employing the handicapped
 - E. Review the tests administered for the various positions and be sure that you are not eliminating applicants who might possibly be capable of performing a particular job.
- III Develop manning tables so that wherever possible you will know in advance which of your employees might be called into the armed forces.
- IV Develop sources of supply.
 - A. Work through your own employees who are a very excellent source for referring applicants. Advise them of your need through employee publication and bulletin board notices.
 - B. Develop a real work relationship between your company and the employment agencies. Meet with the people running them, take them to lunch, have them visit your plant in order to better understand your problem.
 - C. Develop better school contacts and do this not a few days before graduation but in today's labor market in September when school opens.

- D. Write good help wanted ads. If necessary secure the assistance of a good copywriter. These ads should express very clearly the benefits that your company has to offer to its employees.
- E. Write to former employees and invite them to return to your company and suggest that they refer their friends as well.
- F. Arrange various stunt methods such as sound trucks. Any method that brings results is a good method.

SITUATIONS WANTED

(Continued from page 160)

PERSONNEL ASSISTANT: Broad background including engineering. Columbia MA in vocational guidance (courses in personnel administration, vocational testing and counseling, psychology, statistics, etc.). Would like to take part in well-rounded training program. Looking for company really interested in dynamic personnel program. Desirous and capable of conducting research in field. Age 27. Veteran. Married. Resume gladly sent. Reply Box 140.

MANAGEMENT EXECUTIVE AVAILABLE: Heavy experience in personnel and industrial relations, including contract negotiations with national unions, grievance handling, employment, job evaluation, employee benefits; also accounting and office management. Available as labor-human relations executive or as staff assistant to top management executive. Christian, white, 50, healthy, vigorous, young ideas. Salary open, security and future prospects factors. Willing to relocate, to travel. For resume write on letterhead to Box 141.

PERSONNEL ASSISTANT: BBA in Personnel Administration. Desire a position in the personnel field. Willing to start at the beginning. Age 24. Single. Veteran. Will relocate. Complete resume on request. Reply Box 147.

PERSONNEL EXECUTIVE: Broad industrial experience including 10 years as Personnel Manager for subsidiaries of National firm. Fully qualified in all phases of Personnel and Union relations. Multi-plant experience. Desire a challenging opportunity as principle personnel administrator of a progressive company. Self-starter. Christian, Ph.B., age 40. Married. Resume on request. Reply Box 145.

SAFETY DIRECTOR: Six years concentrated safety engineering and safety experience in plant employment over 2000. Age 37. Married. Now located in Ohio but available for location in middlewest, south and southwest. Reply Box 148.

Scolding or issuing stern orders won't gain very willing cooperation from your employees. Try molasses instead of vinegar; or appeal to the other fellow's pride. Nedick's tried this where "rules" and "orders" had failed; and their success astonished them. The advice of a consulting psychologist proved sound.

Gaining Employee Cooperation

By ELIZABETH FAGG,
DUDLEY, ANDERSON AND YUTZY,
Public Relations Counselors, New York

EMPLOYEES will respond amazingly to efforts to win their cooperation, when their intelligence and self-respect are recognized. An example is a recent neatness contest put on by Nedick's, an Eastern restaurant chain. Despite evidence of the value of this idea as proven in this and other campaigns, a major fault of employers and supervisors in addressing workers is that they are too bossy. They still too often play the role of strict parent over an unruly and unreasoning child.

This thesis led us to collect and study hundreds of indoctrination booklets, employee magazines, bulletin board posters, and similar material. The survey was important to us because experience long ago proved that the foundation of good public relations is good employee relations; and that unless your employees speak well of you, your community will never regard you highly for long.

Even the most cursory reading of the material yielded dozens of examples of condescension that would cause the hackles of the average man to rise. The effect is to create the same automatic resentment we feel at the policeman's brusque "Move on," and the serious part of this is that employees can vent resentment in a dozen unseen ways.

SOME HORRIBLE EXAMPLES

Just reading a few examples, by no means the worst, and then considering your own reaction if you were the person addressed, makes the point. For instance, we read:—

"The Company will have to take disciplinary action against you, if you: Bring

or use intoxicating liquors or narcotic drugs on Company property; Carry concealed weapons; Fight or try to injure another; Start or take part in horseplay; Sleep while on duty."

"Absence from work must be kept at a minimum. Frequent and unauthorized absences cannot be permitted. If it is necessary that you be absent . . ."

"A good citizen of XYZ respects his supervisors and cooperates with them. If he has a grievance he presents it properly and would not be guilty of insubordination. He would not settle his problem by walking off his job, but would bring his troubles through the proper grievance procedure."

"An employee who is to be 'Laid off' for a day or more as a disciplinary measure, will be notified of this the day before the penalty is to begin."

Enough has been learned of child psychology for us to know we get better results from children if they understand the "why" of what they are asked to do, rather than if we make arbitrary demands. In too many cases, however, these principles haven't been learned by management in its communication with employees. The old, heavy-handed, patronizing attitudes persist: "Do this for good old XYZ." "Don't do this for good old XYZ." Even with the best of intentions, the slightly-holier-than-thou tone, the voice speaking from Olympian Heights to the peasants, the "be good children and we will reward you" admonitions creep in.

Although this negative method fails to accomplish its purpose, the patronizing, scolding tone pervades as much as ninety percent of the material that companies put out in an effort to influence the behavior of employees. The bossy method awakens resentment; the by-god-I-won't-do-it reaction. The problem is one of motivations.

Take the example of Nedick's Inc., an operation of quick order, over-the-counter restaurants scattered through Eastern seaboard cities. Sixty-five percent of the ninety restaurants are in New York City; the rest scattered from Boston, through Trenton, Jersey City, Philadelphia, Baltimore and Providence. The chain built its reputation on the 12¢ breakfast (doughnut, Orange Drink, cup of coffee) on the Orange Drink which it manufactures, and on the dime frankfurters and bun.

PROMOTING NEATNESS

The problem at Nedick's was neatness of appearance on the part of the female personnel. The 1,200 employees are largely women—behind-the-counter waitresses on low-scale salaries without tips. Service is either stand-up or at counter stools; no table service. Rules existed: not too much jewelry, fingernails clean, fresh uniforms and so on. Supervisors graded the girls, handed criticisms to store managers. But appearance was poor.

Dr. Robert N. McMurry, Industrial Psychologist and Nedick's consultant, however, suggested a positive method, a "neatness contest" that would appeal to status motives. The purpose: to develop the social attitude, that "the smart thing is to look smart" instead of the social attitude not to look smart. Prizes would be

offered; but the deeper appeal, Dr. McMurry felt, would be to the exhibitionist tendency in every human being—"If you're the winner, you're outstanding." In other words, status.

"Status is more important than security for most persons," Dr. McMurry observes. "A man in a too-big job will leave the job rather than accept the shame or disgrace of having his status lowered to a lesser job with the same pay. We laugh at the 'saving face' of the Chinese. But status pressure is powerful in this country, too, and any appeal to status motives is likely to produce results."

Nedick's management readily accepted the suggestion, set up a twelve-point grading card, announced a three-month contest that would offer six district prizes and one grand prize. Store bulletin boards, and the monthly "Nedick's News" announced the contest; implied it would be a signal honor to win. The advantages of careful personal grooming were well stressed in the house organ throughout the contest.

During the contest period each girl was inspected at least once. Roving inspectors paid visits incognito to the restaurants; judged the girls according to grading card points. If a girl were absent because of illness or on vacation, the inspector returned. Since no one knew when he would visit, or if he had already visited, appearance throughout the organization had to be top-notch during the entire period. Each Nedick's food service employee wears an identification badge, so that inspectors could score according to name. Failure to wear the badge—one of the sore points in the whole appearance problem—scored against the contestant.

A REMARKABLE RESULT

Improvement in appearance was almost miraculous, Nedick's management reports. To the astonishment of all persons, not one or two girls in each of the six districts scored highest, as had been expected, but a total of 64 girls tied!

This remarkable record brought the enthusiastic announcement from the management that every girl who scored would be given a prize. At a company dinner in New York City, girls from each of the six districts would then elect a top district winner, and from the six winners a "Miss Nedick's 1951" would be chosen by everyone present. The company decided to give a bottle of perfume to each girl who scored, a fitted overnight traveling bag to the district winners and as grand prize, a chest of flat table silver. Expenses of the trip for girls coming from out of town, would be paid by Nedick's. The dinner was a great success, giving the girls a sense of participation in the company not otherwise likely. Nedick's follow-up plans are interesting.

"Miss Nedick 1951" will be a symbol throughout the year of neatness on the job. She will wear a special uniform designed for her by a top flight dress designer, a special badge, and will work behind the counters of each of the ninety Nedick's stores, one after the other, during the year. Posters will announce: "Miss Nedick's

1951 is here today." Her presence, officials believe, will pep up the personnel in the store, encourage better work, emphasize appearance.

The chain runs 8 radio programs, four in New York City, four outside the city. Disc jockeys on the programs will interview her, glamorize her; "Look where she went today." "She met this well-known personality." The "overnight-a-queen" theme will likewise be played continuously in the *Nedick's News* where a regular column will report on her social activities and on what she's found out about good business practices.

"The results of this first contest are too good for the idea to be a one-shot affair," one company official says. "It looks like the Neatness Contest will become an annual event."

Everything about the contest was positive. There was no criticism. Instead there were all kinds of positive reasons for winning—glory, prestige and so on. We've found that these are stronger appeals than any other. A girl would rather get her name mentioned in the company house organ, for instance, than to get a \$5 raise. In the contest, the glory was more important than the actual prizes, attractive though these were.

The happy wind-up of this experiment suggests the power of constructive appeals in employee relations. We know that coercive measures rarely work as well with an individual as encouragement. And the same is true with groups of persons. Many such principles of individual psychology can be applied on a mass scale, if management but recognizes them, he concludes.

Introducing women into the work force presents special problems, especially in the cases of women who have not worked in industry before. The large aircraft manufacturing companies have had extensive experience with this problem and here is the result of some of that experience. The author is a leader in the industrial training field.

Training New Women Workers*

By E. R. SWINT, Director of Education,
The Glenn L. Martin Company.

ONCE the policy-decision has been made to hire and train female workers to supplement the male force, there are certain check-points which the Training Director will want to consider and act upon before the policy is implemented. They are:

1. Sell the idea of women workers to the present employees--both supervisors and workers.
2. Survey jobs to decide which are most suitable for women.
3. Make adaptation of the jobs selected to fit the smaller frames and lesser muscular strength of women.
4. Provide service facilities in the plant to accommodate the anticipated number of women.
5. Consider the use of a women-counselor system. If you have one, be sure that each counselor "goes through the mill" herself before acting as a counselor.
6. Select women carefully and for specific jobs.
7. Develop a complete program for the induction and training of women.
8. Establish good working conditions.
9. Train supervisors to deal with women intelligently.
10. Try to give women equal opportunity with men.

Now let's consider some suggestions we all can use to make our use of women workers a successful one. The feeling that women have invaded an industrial system created specifically for men will start us off on the wrong foot. Women are not trespassers. Rather they are invited participants. See that everyone knows this, and acts accordingly.

* From a talk given before the Seventh Annual Convention, American Society of Training Directors, Philadelphia, March

SEE THAT SHE GETS A GOOD START

Remember, the success of a new female worker is largely dependent upon the start you give her. It is crucial that she be given an intelligible picture of her job, the interdependence of departments, and the importance of her job as part of the completed product. Remember that women coming into industry are making a greater change than are new men. We have found that it pays rich dividends to have a sound orientation program, built around a well-equipped and competently staffed vestibule school.

One of the best indications of interest in the job is the development of a questioning attitude, and women are notably inquisitive. Discouragement of this trait will do more to lower morale than anything you could do. See that no one is too busy to give the beginner a considered answer, even though the question seems elementary or irrelevant. A related point is that women like to have their work reviewed more frequently than do men. They have more personal pride in what they are doing than men, and frequent attention will bring out their best performance.

Don't put all women workers in the same category. They are just as much individuals as men, or more so. Train supervisors to study individual capabilities and concentrate on their development.

Women taking over men's jobs almost unanimously prefer to be treated in the same way as the men working beside them. In most cases they neither demand nor want special attention. Flattery to them is a mark of insincerity. Favoritism indicates that intelligence and efficiency are not being recognized. Nothing so dampens the spark of enthusiasm as being ignored when information is passed out, for this makes the woman feel she is not on the team. On the other hand, nothing is more conducive to a serious, interested approach to work than the feeling of being considered a valuable member of the team who must be kept up to scratch on last-minute items.

SPECIAL CHARACTERISTICS OF WOMEN WORKERS

Consider feminine characteristics, and see that your supervisors do the same. Let's look at some of these:

Women are a little more sociable on the job than men. Occasionally it is necessary to bring them down to business in this respect. However, they more readily acquire a competitive "team" spirit if divided into compact production groups.

Women are more sensitive to criticism and praise than men. Absence of criticism is definitely not the equivalent of praise. Give them straightforward, constructive, detailed criticism. But in the same spirit of trying to get the job done quickly and correctly, measure out deserved praise with equally constructive and detailed consideration.

Women are more sensitive to their environment. They react more directly to the general neatness and cleanliness of their surroundings, especially of washrooms. Consider how you can provide the most comfortable working conditions.

Women's physical differences must be considered. Heavy lifting and work involving super-endurance is out. It is especially important that workplaces, tables and files should be arranged to suit their height.

In general, exactly the same rules apply in the training and supervision of women as with men—*only more so!*

There are three basic attitudes which everyone in your plant owes to women workers—*respect, appreciation, and friendliness*. Admittedly, these are rather abstract. Let's look at it in reverse. Let's see what women want from their jobs, and what the supervisor and the training man can do to satisfy each of these wants. The following table can serve us as a guide.

WHAT WOMEN WANT FROM THEIR JOBS

1. *Recognition as an Individual*

Learn her name, then use it.

Put her on her own, whenever possible.

Listen to her gripes and ideas.

Recognize her off-the-job life.

2. *Sense of Worth, or Security*

Teach her properly.

Criticize her sparingly.

Praise good work.

Show her that her work is important.

Make sure orders are understood.

Don't let any change come as a surprise.

Be fair!

3. *Sense of Belonging*

Help her make friends with the others.

Make her feel important and wanted.

Point up her contribution to the group.

Point up her group's contribution to the product.

Make her feel her unit is a team of which she's a respected member.

The question is often asked, "On which jobs do women excel?" Our experience agrees in general with several research studies on the special abilities of women, brief mention of some of which is made here:

1. They can be trained to a higher degree of finger dexterity and manipulative skill.

2. They are patient and attentive to detail, thus possessing superiority in repetitive jobs. This does not reflect on their intelligence; neither does it mean that all women will remain content on repetitive work.

3. They have proved effective as inspectors, especially with small parts and assemblies.

4. They excel on operations involving work to close tolerances.

5. They are deft in the handling of precision tools and small machinery.

JOBS SUITABLE FOR WOMEN

Over 2,700 occupations or skills have been listed for females, and women are constantly entering new fields of work. Typical jobs in which women work to advantage are inspecting, light assembly, packing, light machine work, drill-press operation, punch press operation, grinding and burring operations, and sheet metal work. Women seem to outproduce male workers, when the jobs are within the range of a woman's physical strength and where finger dexterity, eye-hand coordination, and close attention to details are required.

With regard to the actual training procedure used, we have found nothing better than the J.I.T. principles, with which you all are familiar.

In summation, my principal recommendations for training female replacements are: (1) Sell the idea throughout your organization, up, down, and across; (2) Go all out, in equipment, facilities, and adequate personnel, for your training program; and (3) Apply the same principles and rules in the training and supervision of women as with men—only more so!

About the Authors

Kenneth E. Schnelle is Research Assistant at the University of Minnesota Industrial Relations Center. He has degrees in Psychology and Economics from Yale and Minnesota. He served in the Army from 1941 to 1946, rising to the rank of Lieut. Colonel.

Harland G. Fox is a Research Fellow at the University of Minnesota and holds degrees in Economics from Wabash College and Minnesota.

Elizabeth Fagg has been foreign correspondent for The Christian Science Monitor and Bureau Chief for Time in Mexico City. She is now a staff writer for the public relations firm by whom she is employed.

E. R. Swint has had an unusually long career in training, beginning in 1925, and he gives special emphasis to the training of foremen. One of his pet sayings is, "The only man who can build a better foreman is the foreman." Mr. Swint is a prolific writer and a frequent speaker on personnel conference programs.

Edith Bergstrom has been with the National Foremen's Institute for the past four years as Research Director. Her career includes teaching Mathematics and English in high school and a period with the Bureau of Labor Statistics as Economist. She holds degrees from Ohio State University.

Doris Ann was formerly Placement Manager of the National Broadcasting Company. She is now director of Religion and Special Causes for their Television Department. Her degrees are A.B. in Psychology from Bucknell and M.A. Education, New York University.

The New York Personnel Club membership includes most of the women who are active in industrial relations and personnel work in New York City. It has always provided many valuable services for its members. Last season the "Workshop" idea was used effectively as a means of gathering and disseminating information on current problems.

New York Personnel Club Workshops

By EDITH BERGSTROM, Research Director,
National Foremen's Institute, Inc.

THIS is the story of how the "Workshop" method was used successfully by the women of New York Personnel Club as an effective means of exchanging ideas and of discovering sources of additional information on problems of current interest. The Club members are women working in New York City in personnel work; engaged primarily in such day-to-day operations as employment, training, wage and salary administration and collective bargaining. Problems are growing more numerous daily under the pressures of the defense emergency. Although there has always been a great deal of exchange of information among Club members there had never before been any attempt to organize the exchange. The Workshop plan has been a great success in promoting this transfer of ideas.

An overall Workshop Committee of ten active, experienced and skilled members was appointed by the Executive Committee of the Club. At the first meeting, it was decided that separate committees would study employment, training, employee relations, government controls and community needs and services, which are the most pressing issues for Club members in their companies. A member who was an expert in the field was appointed to head each committee. Chairmen of these units selected their committees of four or five, either from lists suggested by the Workshop Committee or through their own acquaintance among other members.

GUIDING THE COMMITTEES

A member of the central Workshop Committee acted as liaison between each committee and her own group. She guided the individual committee and insured

the adherence to the overall purpose of the program. Each committee chairman was issued the following guides:

1. Discuss known facts on the subject from the experience and reading of the entire group.
2. Get specific material—not a mere birdseye view of the subject.
3. Prepare a report on the committee findings.
4. Formulate a list of questions which cannot be answered by the committee, to be referred to outside experts at the Workshop meeting.

A series of three or four individual committee meetings resulted in the collection of a wealth of material. A typical report was that of the committee on wage stabilization and government controls. It provided a summary of the regulations, the sources of interpretations, sources of job rate and job classification information and announcements of meetings dealing with the issue. A bibliography of helpful books and pamphlets was also compiled. A series of twenty questions which the group could not answer were listed, to fire at the experts at the Workshop meeting.

A Club member who acted as recorder for each group types and edited the final report of each committee. The individual reports were collated into one volume of approximately 100 pages. Thus, each club member was able to get the best thinking of her own Club experts and to have on hand a wealth of reference material which is providing of invaluable assistance in carrying out personnel activities effectively.

EXPERTS HELP DINNER MEETING DISCUSSION

A panel of eight outside experts was engaged through the cooperation of the Cornell Extension Service. These people generously contributed their knowledge and experience at an evening dinner Workshop meeting.

This meeting, which, incidentally, was attended by a larger proportion of the Club members and guests than any other meeting of the year, was the method used to communicate the committee's work to the membership at large. Discussion tables seating eight at a round table, were set up so that each member could get further data on the subject in which she was particularly interested. These tables were headed by committee chairmen and assistants.

The wind-up of the program was the question-and-answer period at the end of the dinner by the outside panel. All these outside participants lived up to their reputations as experts; however, a few of the questions even stumped them.

Besides the tangible results of the Workshop there are the intangible ones resulting from the active participation of the Club members, the sharing of knowledge with others, and the worthwhile results of a cooperative effort. There is the even broader result of the easing of tensions and the lightening of harassments in the day-to-day operations of the personnel job. The Club feels that its "Workshop Program" is an aid to the better production which is needed today by America in this time of national emergency.

Applied Social Science in Industry

By Eileen Ahern

Twenty-seven years after the first issue of *PERSONNEL JOURNAL* appeared, in May 1922, Edward N. Hay wrote an editorial entitled "A Re-Dedication." He contrasted the emphasis on engineering problems which was characteristic of the industrial scene during the first two decades of this periodical's existence with today's interest in the human factors affecting production. As an engineer and as a psychologist, Mr. Hay saw the importance of both aspects of industrial management. While the machine and its effective application have lost none of their intrinsic importance, Mr. Hay commented on the value of research in human relations, expressing his editorial policy, in part, in these words:—

"The newer and more difficult problems of personnel are in the area of human relationships. Many of these have arisen with the growth of organized labor—and labor disputes are but symptoms of unsatisfied needs.

"Other and more subtle questions are concerned with the reactions directly between people; as between the supervisor and the worker; between the supervisor and groups of workers; and between the executive and a group of other executives or supervisors. Sound thinking in these areas is being done by the psychologist, the sociologist, the anthropologist, the psychiatrist. Their inquiries deal with human motivation and human needs and with the dynamics of human relationships.

"It will be an increasingly important task to bring the results and the implications of these researches to the desk of the practicing personnel worker and the new-type executive, along with

all the newest developments in the more familiar fields of formal labor relations, salary and wage administration, and the like."

PERSONNEL JOURNAL has published countless articles and many book reviews dealing with social science in industry. It is a great satisfaction, therefore, to recommend a recently published book that is the first comprehensive treatment of the work that has been accomplished in this relatively new but rapidly-growing field: *INDUSTRIAL SOCIOLOGY*. By Delbert C. Miller and William H. Form. (Harper and Brothers. New York, 1951. 896 pages. \$6.00).

The first major social science experiment in industry was conducted between 1924 and 1927 at the Hawthorne Works of the Western Electric Company. It is familiar to nearly every personnel executive through books written by Elton Mayo, F. J. Roethlisberger and W. J. Dickson, and others who participated in the work. *PERSONNEL JOURNAL*, in a review of Roethlisberger and Dickson's "Management and the Worker," is quoted in this volume by Delbert and Miller as calling the Hawthorne research "the most outstanding study of industrial relations that has been published anywhere, anytime."

This is the consensus, apparently, of the majority. Less well known, perhaps, are the criticisms that have been made of this investigation. Mary Gilson, for example, reviewing "Management and the Worker" in the *American Journal of Sociology*,

calls it "research in the obvious" and states further that "In all the more than six hundred pages describing the Western Electric experiment, costing hundreds of thousands of dollars and supported by some of the wealthiest groups of this country, no reference is made to organized labor except a short statement, unindexed, that it was so seldom mentioned by any workers that it was not considered sufficiently important to discuss . . ."

For this and other criticisms the authors of *INDUSTRIAL SOCIOLOGY* present replies from various sources so that a many-sided picture of this research is given. The research at Hawthorne demonstrated the importance of management's recognition of employees as people and of the need of human beings to achieve satisfactions in their relations with each other at work. As Stuart Chase puts it: "It must not be thought that the investigators concluded that hours, rates of pay, rest pauses, lighting, were without significance. But they did conclude that when work was carried on well within the limits of human stamina, feelings counted more than hours of labor."

The scope of research reported by Miller and Form in this book is too extensive, and its treatment too intensive, for description in this review. The informal organization of labor and the operation of the union local are discussed in a lengthy section; the roles of managers and the formal organization of management are similarly analyzed; class organization of the work plant, industrial morale and team work, the problem of worker placement ("Job placement is social placement") are dealt with; and about half the book contains a thorough analysis of social adjustments confronting the worker over his whole life span, from his preparation for work to and including his retirement.

Researchers in the different social sci-

ences have been studying similar problems of human relations in industry. The authors present a chart outlining the main streams and tributaries of industrial sociology contributed by the basic and applied social sciences. This interesting chart is arranged by date so that the work being accomplished in the different fields at any time may be seen. This chart contains well over two hundred names—for example, Commons, the Webbs, Slichter, Daugherty, Golden and Ruttenberg, and Millis and Montgomery from Industrial and Labor Economics; Whiting Williams, Bakke, Gardner, Whyte, Warner and Low from industrial sociology; Moreno and Jennings among those in sociometry; Bavelas, Lewin and Lippitt in Group Dynamics; Arensburg, Leighton and Chapple from Applied Anthropology; Gulick, Follett, Tead, Barnard, among those in Public Administration and Industrial Management and Burt, Viteles, Bingham and Moore, Tiffin, Rogers, Cantor, Maier from Industrial Psychology. On the reverse side of this chart is a classified bibliography, by title and author, of the work of all the social scientists shown on the chart. In addition, bibliographies are appended to chapters throughout the book.

The authors, who, themselves, are among those who have contributed to the field of industrial sociology, have rendered a valuable service in writing this book. Dr. Miller is now Associate Professor of Sociology at the University of Washington and has had first-hand experience in industry, including two years as Training Supervisor at Sperry Gyroscope Company. Dr. Form has conducted a number of sociological studies in the industrial field, including the Bell Telephone Company of Michigan and the Eaton Manufacturing Company of Battle Creek. He is now Associate Professor of Sociology at Michigan State College.

Other Books

The Management of Personnel and Labor Relations. By Gordon S. Watkins, Paul A. Dodd, Wayne L. McNaughton and Paul Prasow. McGraw-Hill Book Company, New York, 1951. 974 pages. \$5.75.

"There are basic principles of procedure which, if applied with intelligence, sincerity and objectivity, invariably conduce to improve human relationships in industry, business, education and government. Personnel management is nothing more or less than the successful adaptation of these principles and methods to the needs of particular organizations, small and large."

In their conclusion to the present edition of *The Management of Personnel and Labor Relations*, the authors thus summarize the objectives and the meaning of personnel administration. It is an observation with which few would disagree, and they have documented it in 33 preceding chapters.

The book has two major audiences. The first of these is the student who wishes to obtain a panoramic, though not necessarily detailed, view of the field and its methods and procedures as part of his preparation to enter it. The second audience is that of the established personnel practitioner who wishes to use it as a refresher, as a summary of developments up to the present time, and as a comprehensive reference that will suggest some possible solutions to new personnel problems as they arise.

For the purposes stated above, both audiences will find it satisfactory. Both will undoubtedly appreciate its wide range of subject matter and its factual and generally sensible handling of its voluminous material. Both, it is hoped, will realize, however, that it provides "leads" rather than answers to many of the questions that arise in personnel administration.

In presenting such a wide range of material, the authors could not hope to

achieve anything approaching a definitive treatment of any part of it, and this is not their purpose. Even the best put together volume which attempts an encyclopedic treatment of an entire complex field will disappoint the reader who expects to gain from it a well-rounded view of any particular phase of it. This is no exception. The informed reader will therefore find occasional over-simplifications; he will find many sections rather thin—for example, that on job evaluation. But he will also be impressed not only with the scope of the book, but with the authors' appreciation of the problems of workers and management.

From its title, one might expect to find here material on collective bargaining and union-management relations, as well as personnel administration. However, collective bargaining is not covered or treated except where it is incidental to some other subject.

It is significant to note in a work of this kind that the authors take due cognizance of the importance of human relations in industry—not only in separate sections devoted to that subject but, more importantly, in their treatment of other subjects which might not on the surface appear to have a direct bearing on human relations but which ultimately affect them for better or worse.

The Management of Personnel and Labor Relations is, over-all, a commendable volume and the present edition, which represents a complete revision of earlier editions, justifies its reputation as a standard text. The reader who wishes to track down more specific and detailed material on the subjects covered will be rewarded by the worthwhile reference list, covering 23 pages, which is appended.

Norman H. White
Piel Brothers
Brooklyn, N. Y.

In Perspective.....

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

THE AGED AND SOCIETY. Edited by Milton Derber. Industrial Relations Research Association, Champaign, Ill. 1950. 237 pages.

Reviewed by Broadus Mitchell in *Labor and Nation*, Winter 1951.

Reviewed by Jerome Myers in *American Sociological Review*, April 1951.

Reviewed by Morton A. Reichek in *Monthly Labor Review*, March 1951.

BONDS OF ORGANIZATION—An Appraisal of Corporate Human Relations. By E. Wight Bakke. New York. Harper and Brothers. 1950. 239 pages.

Reviewed by John F. Mee in *Annals of the American Academy of Political and Social Science*, January 1951.

Reviewed by A. F. Walters in *Advanced Management*, March 1951.

Reviewed by Mark Perlman in *Journal of Business*, January 1951.

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, April 1951.

Reviewed by Reinhard Bendix in *Management Review*, December 1950.

CURRENT TRENDS IN INDUSTRIAL PSYCHOLOGY. By Wayne Dennis et al. University of Pittsburgh Press. 1949. 198 pages.

Reviewed by Edward T. Rancy in *Personnel Psychology*, Spring 1951.

Reviewed by Patricia Smith in *Industrial and Labor Relations Review*, April 1950.

ECONOMICS OF LABOR AND INDUSTRIAL RELATIONS. By Gordon F. Bloom and Herbert R. Northrop. Philadelphia: The Blakiston Company. 1950. 749 pages.

Reviewed by Jack Barbash in *Labor and Nation*, Winter 1951.

Reviewed by Robert Ferguson in *American Economic Review*, September 1950.

Reviewed by W. Ellison Chalmers in *Management Review*, September 1950.

MAKING WORK HUMAN. By Glen U. Cleeton. Yellow Springs, Ohio: The Antioch Press, 1949. 326 pages.

Reviewed by Nathaniel Cantor in *Industrial and Labor Relations Review*, January 1951.

Reviewed by H. H. Remmers in *Personnel Psychology*, October 1950.

Reviewed by Harold E. Burt in *Occupations*, October 1950.

Reviewed by Eugene Jacobsen in *Management Review*, December 1950.

Reviewed in *Labor Law Journal*, February 1951.

FINANCIAL REPORTS OF LABOR UNIONS. By George Kozmetsky. Boston: Harvard Business School. 1950. 280 pages.

Reviewed by Sidney Shulman in *Labor and Nation*, Winter 1951.

Reviewed by Willard J. Graham in *Journal of Business*, April, 1951.

Reviewed by Robert G. Allyn in *PERSONNEL JOURNAL*, April 1951.

FROM THE WAGNER ACT TO TAFT-HARTLEY: A Study of National Labor Policy and Labor Relations. By Harry A. Millis and Emily Clark Brown. Chicago: University of Chicago Press, 1950. 724 pages.

Reviewed by Joel Seidman in *American Economic Review*, December 1950.

Reviewed by Joseph P. Goldberg in *Monthly Labor Review*, September 1950.

Reviewed by Emanuel Stein in *Labor and Nation*, Winter 1951.

Reviewed by Louis Stark in *Survey*, July 1950.

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, December 1950.

Reviewed by J. George Piccoli in *Management Review*, September 1950.

A PHILOSOPHY OF LABOR. By Frank Tannenbaum. New York: Alfred A. Knopf. 1951. 197 pages.

Reviewed by Mark Starr in the *Saturday Review of Literature*, April 7, 1951.

Reviewed by Peter Drucker in *Management Review*, April 1951.

Reviewed by Elinore Herrick in the *N. Y. Herald Tribune*, March 4, 1951.

Reviewed by Louis Stark in the *New York Times* February 4, 1951.

Reviewed by Maurice Simon in the *Los Angeles News* February 24, 1951.

STEELTOWN. By Charles R. Walker. Harper and Brothers. New York. 1950. 284 pp.

Reviewed by Nathan Glazer in *Labor and Nation*, Fall 1950.

Reviewed by Robert N. McMurry in *Management Review*, December 1950.

Reviewed in *Monthly Labor Review*, August 1950.

INDUSTRY'S UNFINISHED BUSINESS. By Sara E. Southall. New York: Harper and Brothers. 1950. 172 pages.

Reviewed by Francis J. Brown in the *Annals of the American Academy of Political and Social Science*, January 1951.

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, April 1951.

Reviewed by Max Wolff in *American Sociological Review*, April 1951.

PERSONNEL ADMINISTRATION. By Paul Pigors and Charles A. Meyers. McGraw-Hill, 1948. 553 pages.

Reviewed by George D. Halsey in *Industrial and Labor Relations Review*, October 1948.

Reviewed by Albert S. Thompson in *Journal of Applied Psychology*, June 1949.

Reviewed by Solomon Barkin in *American Economic Review*, March 1951.

Personnel Research

A Table for Use with Flesch's Level of Abstraction Readability Formula. By Dik Warren Twedt, Northwestern University. *Journal of Applied Psychology*, June, 1951, Vol. 35, No. 3, 157(159).

The latest contribution to the measurement of readability according to the Flesch method is this table prepared by Mr. Twedt. Those who are using Flesch's new formula which measures level of abstraction by counting of definite words will find this table helpful.

Measured Changes in Acceptance of an Employee Publication. By E. B. Knauff, E. I. duPont de Nemours and Co., Wilmington, Delaware. *Journal of Applied Psychology*, June, 1951, Vol. 35, No. 3, 151-156.

The investigation evolved from a desire by management to improve the effectiveness and acceptability of its employee publication. A content and readability analysis of the publication, together with a readership survey, formed the basis for a complete revision of the publication. After a period of six months the same type of analysis and survey were repeated to determine the extent of the revision and its effect on the employee audience.

The company involved operated a chain of bake shops with 1400 employees in 91 units. The following aspects of the house organ were analyzed: (1) the proportion of space in each issue devoted to various topics; (2) the percentage of space devoted to photographs; (3) the reading ease; and (4) the human interest. Twenty-one weekly issues published in the first half of 1949 were used in measuring all four of the above variables.

The final phase of the first evaluation of the publication was a survey of employee readers by means of a questionnaire included in each copy of one issue of the publication. Usable questionnaires were returned by 361 employees from 75 units. This sample represents 26 per cent of all employees and 82.5 per cent of the units. A breakdown was made of the responses, and it was apparent that the employees with two years service and over read the publication more frequently, take it home more regularly and have a better opinion of it than employees with less than two years service.

The second part of the readership questionnaire consisted of a list of 12 types of articles or features which either had appeared or might appear in the publication. The respondent was asked to rank these 12 types of articles in order of preference from one to twelve. On the basis of this analysis the principal changes planned were (a) a more balanced content of various types of subject matter; and (b) an improvement in the reading ease and human interest of certain types of subject matter. After a six months period a second evaluation was made using the same methods as in the first evaluation. A comparison of the "before" and "after" surveys of employees indicated a significant increase in favorable attitude toward the publication. The reading ease and human interest of the revised publication was also found to be at a more appropriate level than similar Flesch indices reported for house organs by two other investigators.

Vocational Interests and Managerial Success. By E. B. Knauff, E. I. duPont de Nemours

& Co., Wilmington, Delaware. *Journal of Applied Psychology*, June, 1951, Vol. 35, No. 3, 160-163.

The Strong Vocational Interest Blank was administered to 38 managers of shops in a retail bakery chain. The relationship between scores earned on Strong's keys and managerial success, as determined by an independent criterion, was found to be insignificant for all 39 occupational keys. The reasons for this lack of significance are discussed.

A "bake shop manager scoring key" was constructed on the basis of responses differentiating the successful from the unsuccessful managers. This key was then cross-validated on a second group of 32 managers. A biserial correlation of .53 was found between job success and scores on the bake shop manager key. Since this key showed relatively low intercorrelations with other tests in an existing manager selection battery, it was concluded that the Strong Test, scored with the special key, would increase the efficiency of the selection battery.

This study will be of special interest to those who may wish to try to find new ways of scoring the Strong Vocational Interest Test for jobs which are not included in Strong's existing keys. However, the number of cases used was small, and the results should be accepted with caution.

Fakability of the Classification Inventory Scored for Self Confidence. By Robert D. Mais, Neenah, Wisconsin. *Journal of Applied Psychology*, June, 1951, Vol. 35, No. 3, 172-174.

Falsifying on personality inventories is an important problem in the field of of personality measurement. The problem arises when the subject chooses tests responses he feels are socially acceptable rather than responses which actually describe him.

The Jurgensen Classification Inventory was administered to a group of 100 University of Colorado students (50 males and 50 females) in an education class. The class was told that it was not known how

the average college student would respond to the Classification Inventory and that a good sample was desired. They were not told what the Inventory was intended to measure. After the Inventory was completed the subjects were instructed to fill out the rating blank which gave a measure of self-confidence.

A scoring key for self confidence was developed on the Jurgensen Inventory using the self rating blank of self confidence as a criterion. The Inventory was given to a new group of 30 students twice, first with standard instructions, then with instructions to try to get a good score on self confidence. It was found that this group could greatly affect their scores on the Classification Inventory when motivated to do so.

Vocational Interests and Q-L Scores on the A.C.E. By John W. Gustad, Vanderbilt University. *Journal of Applied Psychology*, June, 1951, Vol. 35, No. 3, 164-168.

The purpose of the study was to compare the vocational interest patterns and clinical key scores made on the Strong Vocational Interest Blank by a group of students, with varying differences between the Quantitative and Linguistic parts of the A.C.E. in order to obtain evidence bearing on the hypotheses concerned with the origins of such interests.

The subjects were 217 junior men students in the Arts and Engineering colleges at Vanderbilt University. Profile comparisons were made for the Q groups and the L groups, correlations were calculated, and the data were analyzed in various ways.

Primary patterns on the Strong for the dominantly quantitative, the dominantly linguistic, and the nearly equivalent group were compared to see whether aptitude type was associated with differences in interests. No consistent pattern differences were found, and only one difference between proportions was significant. It was concluded that the hypothesis that vocational interests are conditioned by differential aptitudes was unsubstantiated by the study.

Across the Editor's Desk

With The Local Personnel Associations

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION has just issued proceedings of the Twelfth Annual Conference held last November at the Olympic Hotel, Seattle. The proceedings are contained in a small well-printed book of 70 pages. As the Proceedings Committee says, "This publication is a summary or digest report of the 12th Annual Conference. No conference report in any form can do justice to the speakers themselves." Clara G. Rubin was Chairman of the Proceedings Committee. Frank D. Baker was co-chairman and Viola M. Erickson was the third member. The President of the Association in this year was Roy S. Leighton, Personnel Manager of Frederick and Nelson, Seattle. The Conference Chairman was Louis T. Matter, Assistant Personnel Manager, Puget Sound Power and Light Company, Seattle.

The Association in its May issue of "Personnel Panarama" gives some news about the coming annual Conference. There is also an amusing but very true comment on wage surveys, written by Jim Piland of the Pacific Telephone and Telegraph Company.

"Wage Surveys are tricky business and analyzing the results is even trickier," said an old wage surveyor to us the other day as he wiped his statistical brow and gazed through glasses that reflected the zig zag patterns of wage graphs.

"We got news for you," we said, "We already know that. What we want to know is: what is the going wage rate in this town for stenographers?"

"What kind of stenographers?" he asked, without giving even the slightest indication he was being ridiculous.

"What kind of stenographers?" we

shouted, "Why female stenographers, of course. Pretty, green-eyed and red-headed ones if possible, and it would be nice if they could take shorthand, too. What do you mean what kind of stenographers?"

"How many you got in your firm now and what are you paying 'em?"

"Seven," we said, and named figures ranging just over \$10 a week for the lowest paid to the highest paid.

"\$10 difference between the highest and the lowest? What's the matter? Ain't they all got green eyes and red hair?"

"Look," we said, "the one with the low rate ain't only got green eyes, she's got a green brain—just out of school, no 'savvy'. Balls up the works and probably costs us more for each letter she writes than the top gal in the office. Our top gal is a 'savvy' gal. Been with us four years and had three years' experience before she came to us".

"Now we are getting somewhere," said our statistical-browed friend. "What kind are you going to hire now? A green-brain just out of school, one with three years' experience again, or one with seven years' experience like your top gal?"

We began to see it made a difference. "You mean you can tell us the going rate for either of the three types?" we asked hopefully.

"If I couldn't, I wouldn't be in the business," he said, polishing his glasses.

Jim Piland has illustrated in a humorous way one of the problems that haunt every salary and wage survey ever made. So look carefully at your own survey next time you do one and made sure that every item of information makes good sense and can be clearly understood by all who read it.

THE PERSONNEL MANAGERS' CLUB OF THE BOSTON CHAMBER OF COMMERCE held its Fifth Annual Club Day and Annual Meeting at the Commonwealth Country Club, Newton, Mass. on June 5th. Besides the Annual Meeting there were golf, cocktails, dinner, entertainment and door prizes, with the first drink "on the house."

CALIFORNIA TRAINING DIRECTORS ASSOCIATION held a special June meeting on the 13th of that month in Oakland to hear Russell L. Moberly, Director of the Industrial Management Institute of the University of Wisconsin. In his talk Dr. Moberly dealt with training in peace time mobilization. The Association has just held its annual elections at which seven members of the executive council were elected, who at a later date will choose the President of the Association from their own number. Secretary and Treasurer of the Association were elected. They are respectively Tina Tracy and Ellis Wooley. The Association issues a monthly mimeographed bulletin for the information of its members.

NATIONAL OFFICE MANAGEMENT ASSOCIATION announces the election of R. P. Brecht as President of the Association for the coming year. Dr. Brecht is Chairman, Department of Geography and Industry, University of Pennsylvania. He heads the slate of new officers for the Association presented by the nominating committee. Kenneth B. Willett was Chairman of the Committee. He is with Hardware Mutual Insurance Company, Stevens Point, Wisc. and is a former President of NOMA.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION issues each month the *NYPMA Bulletin*. An interesting feature has been "Plain Talk for Busy People" written by one of the members, Monroe B. Scharff, Personnel Director of the Cold Cathode Lighting Corporation of New York City. Mr. Scharff's column contained interesting bits of news for the interest of members of

the Association and it was a sprightly feature of the Bulletin. A recent issue of the Bulletin announces that Mr. Scharff has had to discontinue his column because of having been recalled to military service. Every Association Bulletin would be more interesting for such a newsy, human interest column.

COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK, with offices at 233 Broadway, New York 7, does one of the best jobs of salary surveys in the country. Gordon L. Thayer, Director of the Personnel Management Bureau of the Association, recently pointed out that although the employment agencies in New York said at that time that typists could not be hired for \$45 a week, yet the Association survey showed that out of 148 junior typists, hired between April 1 and the end of June in 52 different companies in the metropolitan area only 9 were employed at \$45 a week or more. All the rest received starting salaries from \$31 to \$44 a week. In the same two-month period 38 companies reported hiring 92 senior typists of whom only 33 were started at \$45 a week or more, the others going to as low as \$33 starting rate. This is a factual answer to a problem that has troubled many employment people. So often they are told by the agencies that the hiring rate is so and so when actually by careful searching hiring can be done at lower rates. Presumably this is just an honest effort by the agencies to get the best rates for their clients. However, it should not dissuade employment people from seeking new employees at appropriate rates. The Commerce and Industry Association issues a Bulletin each week and these bulletins contain much helpful information for members. A number of the recent bulletins reproduced supervisory compensation policies of companies who participated in one of their recent surveys.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES, in

its monthly newsletter Pira-Scope for June, told of an enthusiastic May dinner meeting. The speaker was Dr. Ralph M. Barnes well known for his work in time study and methods. His topic was "How to Get the Job Done Faster and Better in a Crisis Economy." The Bulletin also contains the usual items of interest to members together with names of some of the new members.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO held its Annual Meeting on June 11th. The speaker was James C. Worthy of the Personnel Department of Sears, Roebuck and Company. His title was "A Working Philosophy of Personnel Management." Sears, Roebuck is distinguished for its enlightened human relations policies and Jim Worthy, who is the retiring President of the Chicago Association, is well qualified by experience to talk on this subject on be-

half of his Company. Jim is a great credit to the profession of Personnel Management.

CIVIL SERVICE ASSEMBLY of the United States and Canada held an unusually interesting Conference May 20-23 for the eastern region at Albany, New York. We are indebted to Philip E. Hagerty, Director of Personnel Research, State of New York, Department of Civil Service, for a copy of the program. He informs us that the eastern regional conference for next year will be held in Montreal, May 11 to 14, 1952, at the Mount Royal Hotel.

WE HAVE HAD a good many comments indicating great interest in the doings of local personnel associations. Please everyone send us news of their local personnel groups.

Employee Magazines

UNITED MERCHANT AND MANUFACTURERS INC., issues each month the Marxman, a publication for the employees of six divisions of the Corporation. A letter from S. W. Koran, Personnel Manager of United says, "Each issue of the Marxman usually contains an illustrated article on the operations of a major department, or a popularization of some technical process in connection with weaving textiles, a 'What's New' page on current activities and projects, a hobby story, an inquiring photographer column, a section devoted to news about employees who have entered military service, a 'Mainly Masculine' and a 'Speaking for the Girls' column, departmental news, a vacation story, and sports. Not in any sense a "management mouthpiece", the Marxman is strictly a publication by and about employees. It is well printed in 16 to 20 pages each month and profusely illustrated. Almost all the photographs and news articles are by employees.

LYON METAL PRODUCTS of Aurora, Illinois publishes each month "The Lyon News." With the June issue each reader received a coupon asking for suggestions about the News, or comment on how readers liked it. Readers were told they need not sign the coupon but just give any comments they wished so that the editors would know whether they were hitting the bullseye or not. The Lyon News is tabloid size, usually four pages and profusely illustrated. It is well printed on slick paper.

THE STATE FARM INSURANCE COMPANY of Bloomington, Illinois issues a personnel research bulletin. No. 4 dated June 11th, contains a long abstract from a recent article in Personnel Journal. This was "Reducing Typing Costs with Aptitude Tests" which was written by Arline Blakemore. The digest was made by Claire Wilson, Supervisor of Skill Development of the Personnel Department. The personnel research bulletin

is issued by Ethel Noonan, Manager of Personnel Research Division.

THE SPRUANCE FILM PLANT, E.I. DU PONT DE NEMOURS INC., Richmond, Va. is where most of the cellophane is made. The Company has just issued the first number of a new employee magazine called Spruance Cellophane News. This will appear every other week and will be mailed direct to homes of all plant employees. Editor James D. Lyman says, "The Spruance Cellophane News has been changed to newspaper form in response to requests from employees to get more news and get the news faster." Jim Lyman has had eight years public relations newspaper and magazine experience. The second issue of the paper reports widespread approval of the newspaper by plant employees. They liked the increased amount of news and the greater frequency of issue. A number of employees commented that it was easy to read. Spruance Cellophane News is tabloid size printed on good paper with lots of illustrations.

THE SIERRA ORDNANCE DEPOT at Herlong, Calif. issues an unusual kind of magazine. It is named *SuperSense* and is called "a newsletter for Sierra Supervisors published by personnel." The lead article is called "Sop's for Stupes" and gives items for information for special interest to supervisors. The magazine is small size printed by offset and is eight pages. A feature is "What Would You Do?", a problem addressed to Supervisors.

UNITED STATES PIPE AND FOUNDRY COMPANY, Burlington, New Jersey issues an employee magazine, "Pipelines." The May issue devotes one page to a series of questions which readers are urged to answer. Dot Austin, Editor, writes, "We've been asked to find out how you like Pipelines. If there were time we'd ask each of you personally. Because that's impossible we ask you to fill in the attached questionnaire."

GENERAL FOODS CORPORATION publishes an unusual kind of Company magazine, "Manpower Management." The caption says, "published by the Department For Personnel Administration." The personnel units of this Company are far flung—located in scores of cities throughout the United States and Canada, with some abroad. Manpower Management is a well printed magazine of 30 pages size about 6 x 8 inches and is addressed directly to the personnel staff of the corporation throughout the country. A recent copy was sent me because it had abstracted an article from Personnel Journal which the Editor thought would be of interest to their personnel staff. I am informed by Ed Walsh, Director, Personnel Administration, that they have no outside subscription list and they will not put any outsider on the list to receive the magazine regularly. This is partly because they have had so many requests for it but also because it is not addressed to anyone but their own personnel staff. However, for a good reason they will send a single copy to outsiders on occasion.

Current Publications

PITNEY-BOWES INC. of Stamford, Conn. have issued a copy of an address by John A. Mills, Jr., Wage and Salary Administrator. He spoke before the Office Equipment Manufacturers Institute in New York City on May 24th on the subject "Wage Controls." Mr. Mills said "Industry's wage and salary

administrators must keep the lines of labor-management communication open as a means of avoiding some of the problems and dangers that can arise from confusing control regulations. Despite our preoccupation with many problems of operating a business we must not forget that one of the most vital

interests of the individual worker is his pay and the method by which it is determined. At Pitney-Bowes, we have been particularly fortunate in having open lines of communication with our employees through which we have been able to explain to them some of the problems and difficulties we as a Company are encountering in administering our compensation policy under wage stabilization. I believe that we are going to find it easier to work out the necessary changes in our policy and reduce the difficulties that might result simply because we have established and maintained over the years these lines of good communication."

ELLIOTT SERVICE COMPANY of Mount Vernon, New York, issue each week "Management Information," a letter for foremen and supervisors. The issue of May 28th has an interesting article "The New Supervisor; What Are You Doing to Help Him?" It tells a story of how a group of supervisors in an Alabama firm decided that something should be done to make the new supervisors feel at home and tells the story of how they solved this problem.

THE CHAMPION PAPER AND FIBER COMPANY of Hamilton, Ohio, publishes each month a house magazine for house magazine editors called "Stet." The issue for May contained an article describing the five and one-half day short course for Industrial Editors held at Stillwater, Okla., on the campus of Oklahoma A. & M. College. Clement E. Trout, Head of the Department of Technical Journalism, was Director of the Conference. Forty Industrial Editors attended.

SOUTHERN STATES CO-OPERATIVE of Richmond, Va., announce the publication of a handbook for production employees just issued by their Feed Mill located at Reading, Ohio. This handbook is a little unusual in its tone, which is very informal. The first page is a welcome signed by H.

A. MacCord, Manager of the Mill. An unusual feature is the complete text of the union contract. The balance of the book contains the usual information on benefits, rules and other details of interest and importance to the individual employee. R. E. Bentley is Director of Personnel of Southern States Co-operative.

NATIONAL FIRE AND PROTECTION ASSOCIATION at 60 Batterymarch Street, Boston 10, Mass., announces the issuance of a civil defense edition of a training manual for fire fighters. This is called Handling Hose and Ladders and is 176 pages with over 300 photographs. Copies may be obtained from the Association at \$1.50 per copy with discounts for quantity.

JOBS IN CALIFORNIA is the title of an unusual new magazine issued by Jobs Publishing Company, 681 Market Street, San Francisco 5, Calif. Ben C. Tarnutzer is Editor and Publisher. Subscription price is \$2.50 a year for this monthly magazine. The issue for March 1951 contains 32 pages and cover. It contains mostly articles of interest to the job hunter telling different fields of activity which are open. It also contains quite a few advertisements, some of them from employers looking for new help.

THE NATIONAL ASSOCIATION OF MANUFACTURERS at 14 West 49th Street, New York, have developed a very interesting three-session course on "How Our Business System Operates." Each session lasts an hour and a half and is intended to acquaint employees with the basic facts about our economic system. They have provided a small staff to train conference leaders for industrial and commercial companies who wish to make this lecture course available to their employees.

SPECIAL LIBRARIES ASSOCIATION of 31 E. 10th Street, New York 3, New York is a unique organization. It is a group of

librarians and information experts who serve manufacturing concerns, banks, newspapers and many others in the fields of business, medicine, the sciences, technology, social welfare and the arts. The work of the Information Centers is built around special subjects for a limited group of clients who use this material in conducting their business and planning their policies. Many of the great corporations and colleges are members. Information on the cost and benefits of membership can be obtained from the Association.

CLEVELAND PUBLIC LIBRARY issues six times a year "Business Information Sources," which is a Bulletin of the Business Information Bureau of the Library. The issue of January-February 1951 deals with industrial training for industrial mobilization. It contains nearly a hundred references to books and articles on various kinds of training for industry. Single issues are ten cents with annual subscription 50¢ a year. Rose L. Vormelker is head of the Business Information Bureau of the Cleveland Public Library.

DAYSTROM INC., the parent company of six subsidiaries in manufacturing—one of which is American Type Founders—has just issued "National Defense Program Manpower Policies." This is handsomely printed on 16 pages and cover. Following a letter by Thomas R. Jones, President it contains a series of policy statements addressed to employees. Some of the main headings are "We Will Promote From Within," "and Train Employees for Advancement," "We Will Pay Fair Wages and Maintain Health Standards," etc.

FACTORY MANAGEMENT AND MAINTENANCE for June has a very short but useful article, "Simple Checklist Helps Foreman Handle Personnel Problems." This was written by W. S. Ferguson, Night Superintendent, Werthan Bag Corporation, Nash-

ville, Tenn. It contains suggestions on what to do in discussing a problem with an employee under three headings. (1) Before talking with an employee, (2) while talking with the employee and (3) after talking with the employee. This checklist was developed by the foremen at the Werthan Bag Corporation in a series of conference discussions. As the author himself says, "No device such as this can be handed down. To be effective it must be a product of the foreman's own thinking. They must feel that it is theirs."

SCIENCE RESEARCH ASSOCIATES of 57 West Grand Avenue, Chicago 10, Ill. have issued another Life Adjustment Booklet, "Facts About Alcohol." This is a 48-page and cover well-printed booklet on the problem of alcohol. Although especially suited to groups of young people for reading or discussion it may be used by any group interested in the problem or may be issued for informative reading.

THE PENNSYLVANIA STATE COLLEGE operates *Psychological Cinema Register* which makes, rents and sells pictures on many subjects. A newsletter and an announcement of new films was issued in April. This is six pages and lists about 30 films most of them of a psychological nature. Some of these are for popular use, others for technical use only. A new complete catalog is in preparation and will be available in September 1951. Kendon Smith is Editor of the Register and Irving C. Boerlin is Business Manager. Address Psychological Cinema Register, The Pennsylvania State College, State College, Penna.

CORNELL UNIVERSITY through the State School of Industrial and Labor Relations has issued a list of publications, No. 7. This is a mimeographed bulletin of four pages listing various publications of the school. Sample copies of two of these have just come to hand. One of them "Sampling,

Elementary Principles," by Philip J. McCarthy is a somewhat technical but brief discussion of the problem of selecting samples of the population for studies of various kinds. It is aimed at problems of particular interest to personnel and industrial relations people. The Bulletin is 32 pages and cover. Single copies are free to residents of New York State and to others 25¢ with lower prices in quantity. Another bulletin recently issued is "Role-Playing In Action" by Chris Argyris. This is a well-printed booklet of 23 pages and cover discussing the use of role-playing in teaching human relations skills, particularly in supervisory training. Single copies are 15¢—free to residents of New York State. Bulk orders at lower prices. The School is at Cornell University, Ithaca, New York.

SYRACUSE UNIVERSITY, through the Maxwell Graduate School of Citizenship and Public Affairs, has issued a 223 page mimeographed report "Attitudes of Scientists and Engineers About Their Government Employment." The report was prepared by Clark D. Ahlberg and John C. Honey of the Maxwell Graduate School. The study was conducted in cooperation with the Office of Naval Research, Navy Department, which made available the necessary funds.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD announces the issuance of one of the studies in personnel policy, "Paid Vacation Practices." This is a study covering the practices followed by 303 companies. One of the leading findings is that paid vacation benefits for wage earners and for salaried employees are about the same. This, of course, is a great change from the condition of ten or less years ago, where

office employees enjoyed many more benefits than did wage earners.

THE DARTNELL CORPORATION of 4660 Ravenswood Avenue, Chicago 40, announces the issuance of the third edition of *Industrial Relations Handbook*. This is 1244 pages with leatherette binding size 5 x 8 inches. The book is divided into 56 sections, each one dealing with an important aspect of personnel and industrial relations practices today. At random, some of the chapters are (10) Seniority Problems, (35) Tardiness and Absenteeism, (40) Employee Manuals, (51) Employee Counseling. The handbook may be purchased at \$10.00 plus postage and may be had on ten days approval. The Dartnell Corporation has also issued *Industrial Relations Yearbook—1951* edited by Bernard Seltzer. This is a useful supplement to the Dartnell Industrial Relations Handbook but does not duplicate it in any way. Section 1 contains four chapters devoted to current movements in industrial relations. Section 2 is a review of the happenings of the year in collective bargaining, safety prevention, job evaluation and other problems. Section 3 deals with lighting, color and other physical aspects of good work. Section 4 has to do with education. Section 5 has four directories, one of management counselors and engineers, another of professional associations in personnel, a third is a directory of labor unions and the fourth is a series of short biographies of several hundred of the more prominent individuals in personnel and industrial relations. There is also a bibliography of more than a hundred books in various fields of personnel and industrial relations. *The Industrial Relations Yearbook* is handsomely printed in size 9 x 12 with 224 pages. Copies of the yearbook are available at \$5.00 from the publisher.

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

MARKET RESEARCH & ANALYSIS: Presently employed—experience in both public opinion surveys and employee attitude studies—including questionnaires, coding, tabulating, IBM, analysis and interpretation. Trained in report writing and presentation of survey results. Age 29, married, BS in Commerce with emphasis on market research and analysis; no reserve status. Detailed resume on request. Reply Box 143.

PERSONNEL: 26 year old married man, B.A. & M.A. All work except dissertation toward Ph.D. Three year college teaching experience coupled with student counseling. One year prison administration. Seek employment in Columbus, Cincinnati or vicinity. Reply Box 137.

PERSONNEL AND INDUSTRIAL RELATIONS: B.A. in Economics June 1949. Presently doing graduate work in labor and personnel at University of Chicago. Vet. Age 31, Married, 1 child. Prefer Ohio, Penna., West Va., New York or Maryland. Personal data on request. Reply Box 138.

PERSONNEL WORK: Five years experience involving extensive administrative responsibility as Dean of Men in mid-western University. B.S. and M.S. degrees from Indiana University in educational personnel work and psychology. Doctor of Education degree from Columbia University in student personnel administration and psychology. Seeking position in industrial training, job analysis or placement. Middle west, southwest or west coast preferred. Married veteran, Age 32. Complete resume on request. Box 130.

PERSONNEL MANAGEMENT AND OFFICE ADMINISTRATION: Wanted in smaller business organization or unit. 14 years diverse office experience, last five in new plant handling personnel selection, wage and salary administration, job evaluation, plant and group insurance and public relations. Supervise stenographic, filing, switchboard, reproductions and other office functions. College graduate. Married veteran 2 children, age 35. Reply Box 134.

EMPLOYEE RELATIONS: \$25,000-a-year man qualified by Quarter Century of experience now available to take complete charge of employee relations for multi-plant or single-plant operation headquartered in Mid-West. Reply Box 144.

(Continued on page 135)

HELP WANTED

WANTED: Potential Office Manager. Publishing house seeks young man 30-35 with demonstrated ability to supervise billing and other machine operators. Must be familiar with IBM equipment, systems and methods planning. He will assume increasing responsibility for personnel and system design in other departments. Starting salary \$6500 a year. Send resume to Box 142.

ASSISTANT PERSONNEL MANAGER: Wanted for Indiana Food Company. Multi-plant operation. Must have required academic background and experience in several phases of general personnel and labor relations. Excellent opportunity with old established company. In replying complete history and salary required. Reply Box 146.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions; 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 5

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EDWARD N. HAY, *Editor*

EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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Conference Calendar

OCTOBER

- 15-19 Lake Placid Club, Essex Co., New York
National Association of Manufacturers Industrial Relations Institute
S. S. Patterson, Dir. 14 W. 49th St., New York City
- 16-18 Berkeley, Cal. Hotel Claremont
California Personnel Management Association. Pacific Coast Management Conference. Everett van Every, Farm Credit Bldg. Berkeley 4, Calif.
- 22-27 New York Grand Central Palace.
National Office Management Association National Business Show.
Rudolph Lang, Dir. 33 W. 42nd St., New York 18, N. Y.
- 25-26 Austin, Texas. Univ. of Texas.
Texas Personnel and Management Association. Personnel Conference.
Norris A. Hiett, Secty. University Station Austin, Texas
- 25-26 New York. Hotel Commodore
Fed. of Employees' Benefit Associations. Annual Conference.
Chairman, Dudley Mason, Armstrong Cork Co. Lancaster, Pa.

NOVEMBER

- 1-3 Portland, Oregon. Multnomah Hotel
Pacific Northwest Personnel Management Assoc. Personnel Management Conference. Robert Hirstel, Lipman, Wolfe Co., Portland
- 1-2 New York Hotel Statler
Society for Advancement of Management Annual Conference
Headquarters, 84 William St., New York 38, N. Y.
- 12-13 Book Cadillac Hotel, Detroit, Mich.
Council of Profit Sharing Industries, Fall Meeting
Headquarters 1st National Tower, Akron 8, Ohio
- 14-16 Chicago, Blackstone Hotel
National Metal Trades Association. Annual Convention
Headquarters 122 S. Michigan Ave., Chicago 3, Ill.
- 28 Chicago. Stevens Hotel
National Industrial Conference Board. General Session. 247 Park Ave., New York 17, N. Y.

Editor to Reader:-

KIND WORDS go a long way with this editor, as with anyone else. Erle R. Steinmetz, of Science Research Associates, Chicago, writes as follows:

Dear Mr. Hay:

PJ is one of the boxcar load of periodicals that comes across my desk in the course of a month. But it's one of the very few that gets my undivided attention and a little time. I never flip through it like a phone book, cross off my name, and send it on to the next harassed victim. There is always at least one article from which I can crib good ideas for personnel-activity consideration around here.

As editor-in-chief of the house mag, in addition to my regular duties, I like your "Employee Magazine" section. *Inside SRA* is my baby, but with the press of personnel duties, I'm afraid it's a foster child though a loved one. So any ideas I can get on other house organs in your wonderful capsule section are welcome indeed.

Perhaps you might be interested in what a small group of us here turn out on an extracurricular basis. Actual company time allotted to *Inside SRA* is less than 30 man hours.

Very truly yours,
Earle R. Steinmetz
Personnel Associate

EVERY ONCE IN A WHILE I break loose on the subject of obscure writing, and occasionally I take a crack at the use of trite words. Among the latter my pet annoyances include "technique" and "approach". Why so many people only approach a problem and never do anything about it has always puzzled me. Jack O'Neill, of Seattle, who describes himself as an Industrial Consultant in verbal skills, read what I said in the May issue and adds some comment of his own on that subject. He asks one question which he and I both agree should be answered in the negative. It is, "Is correct usage more vital

than what any word means to the listener or reader?" My enthusiasm is for clear expression, not necessarily for correct usage. Slang is very useful as a means of expressing shades of meaning very economically. I'm all for it. I don't think, however, that this excuses a word like "approach" every time you mean method, or solution—or something else, not clear even to the writer.

IN THE MARCH 1951 JOURNAL we ran an article "Suggestion Systems—Symptoms of Failure?". This was by Herbert G. Heneman, Jr., of the Industrial Relations Center at the University of Minnesota. Subsequently William S. Wilcox of Socony-Vacuum Oil Company criticized some of the statements and implications of Mr. Heneman's article. Now I have a letter from Mr. Heneman in which he is good and mad. So, I guess I had better print it in full. Here it is:

I wrote an article called "Suggestion Systems—Symptoms of Failure?" which appeared in the March, 1951, issue of *Personnel Journal*. This article stated that there are two types of suggestion systems, one concerned with increasing production, the other including provision for employee complaints as well as production improvements. I argued for the latter type but said that, in general, management should provide improvements as part of its normal function without need for suggestions from employees.

In the June, 1951, issue of *Personnel Journal*, Mr. William S. Wilcox said that this article "reveals an academic interpretation of suggestion systems, not handicapped by any practical understanding of how and why they operate." I sincerely regret that Mr. Wilcox is handicapped in his understanding. His comments, "for the author's guidance and possible surprise," did not surprise me. As a broken-down academician, I am impractical enough to wel-

come new ideas, especially when they are, as Mr. Wilcox says, "practical and realistic."

Perhaps Mr. Wilcox could explain to this neophyte how he evaluates suggestions; he contends that suggestive systems are not related to research activities. I confess that I was naive enough to believe that suggestions should be evaluated. Now that I realize that evaluation is not "practical and realistic," I'd like to learn how to judge suggestions.

Second, I would appreciate information about how Mr. Wilcox would handle employee complaints. I got hold of some information, probably from an old outdated text, that held that many types of employee complaints were concerned with areas beyond the scope of the collective agreement and hence were not handled in the formal grievance machinery. Mr. Wilcox would apparently handle such complaints by "frank, honest contact." Does this imply that employee gripes are not frank and honest? In any event, the details of his system, which he claims is run in the "accepted manner," are obscure to this impractical academician. Perhaps Mr. Wilcox could elaborate.

Finally, he contends that "a suggestion system has no direct concern with developing high morale." Apparently it promotes understanding—in fact, "There is no better way of achieving understanding. . . ." I'd like to ask for help again. Understanding of what? For what purpose?

Incidentally, now that I've risen to Mr. Wilcox's bait, and have sunk to his level of argument, I'd like to reaffirm my opinions. I still don't think that suggestion systems "contribute much toward basic understanding." And I'm still impractical enough to accept new ideas and welcome industrial relations research.

Herbert G. Heneman, Jr.
Assistant Director
Industrial Relations Center
University of Minnesota
Minneapolis, Minnesota

THE PENNSYLVANIA COMPANY for Banking and Trusts, Philadelphia, one of the largest banks in the city, has recently completed another series of Forums. These are organized and given by the employee club,

the Penco Association. This last series was a dramatization of services provided by the bank. This dramatization was portrayed by "a typical young businessman" who was played by one of the employees, Jack Appleton. This series of Forum presentations is one of a number that has been given in the past ten years by the employee association in an effort to broaden employees' knowledge of the services of the company. There are 1700 employees, located in two adjoining main offices and in 22 branches throughout the city.

THE INDUSTRIAL TRAINING COUNCIL OF NEW YORK STATE is an interesting organization sponsored by The New York State School of Industrial and Labor Relations. Membership includes responsible individuals in industry and education. The council meets three times a year and its activities are conducted through round tables. A meeting of the council was held January 18-19 at Rochester, New York. It was attended by forty-two persons, chiefly from industry. The principal topics at this conference were job and craft training problems in mobilization, executive and supervisory selection, training and development during mobilization, and what should government agencies do this time? Information regarding the council has been very kindly furnished by John M. Brophy of the New York State School.

THE C.I.O. News, published at headquarters at Washington, comes to me each week and I look at it with frequent interest. The issue of August 13th contains a comment on industrial profits under the heading "Report of Profits Shows That Anguished Cry is Strictly Phony". This strikes me as something less than an honest comment. In the first place, it is not very impressive to find that 365 companies in 20 industries showed a total increase in profit for the second quarter of 1951 over the first quarter

of the same year of only 1.4 per cent. Furthermore, exactly half of these twenty industries showed a decline in profit, not an increase, and most of the aggregate increase is due to two very large industries, iron and steel, and petroleum. Finally, the table shows that profits for the second quarter of 1951 were actually $1\frac{1}{2}$ per cent less than the same quarter of the previous year. It is impossible to see how these figures justify the rabble-rousing caption at the top of the item. I have noticed frequently this tendency of the C.I.O. News to apply sensational titles and comments to perfectly ordinary facts. I never thought I was anti-union, but I have tried to be pro-honest in my editorial work.

SUPERVISION OF WOMEN IN INDUSTRY was the title of an article in the April issue of the JOURNAL. Miss Eileen O'Brien of the Personnel Department of the Sherwin-Williams Company of Canada, Montreal, has this to say about the article:

Dear Mr. Hay:

From what I have heard and read of psychology, it is quite apparent that women in industry are suffering from an inferiority complex. Hence the reasons for their lack of interest in housekeeping, safety, production and their partiality complex.

For this men must assume some of the responsibility. Many of them are openly contemptuous and there are few, if any, promotional opportunities.

I find it difficult to reconcile the fact that men are always complaining they can never understand women yet they are always given the job of handling them.

It is my belief that if management would take the trouble to find intelligent, broadminded female supervisors with some knowledge of psychology—or train them if necessary—they would eliminate many of their present problems for the following reasons:

(1) They would think twice before wasting time with groundless complaints because they know they cannot put much over another woman.

(2) It would eliminate entirely the charge of sex favoritism.

(3) It is an open admission that there are promotional opportunities.

(4) A female supervisor can freely enter washrooms and restrooms to maintain regular housekeeping supervision.

Before closing, I think you might like to know the Personnel Journal is one publication I read from cover to cover before turning it over to "the boss".

Sincerely
Eileen O'Brien

HOW DO FOREMEN GET THAT WAY? In my recent contacts with an industrial company in the Middle West I heard the following tale. In a continuous chemical process it was customary to take five samples from the product each hour. One day the chemist who was responsible for quality control in this particular part of the plant became uneasy at the runs that were being made so he decided it was necessary to take additional samples. He sent word down to the department to take ten samples per hour instead of five. The foreman turned to the workman who collected these samples and said:

"Bill, get ten samples from this batch instead of five."

This apparently came to Bill as considerable of a shock. It meant a lot of extra work for him and his reaction was decisive as well as prompt. He said:

"Why the hell should I get ten samples instead of five?"

"Never mind," said the foreman, "do what I tell you."

This was too much for Bill and he retorted:

"To Hell with it; you get them if you want them." and promptly walked off the job. Others followed him immediately in sympathy and the plant was instantly shut down.

It just happened that a management consultant was in the plant at the time

looking into some problems of organization and executive action. He heard about this and immediately went to the Plant Manager with the suggestion that the chemist go to the foreman of the department and explain the need for additional samples so that the foreman could in turn explain it to Bill. This was done. The foreman hunted up Bill in the washroom and said to him:

"Bill, I guess I should have explained to you why Tom wants ten samples an hour instead of only five." He then gave the explanation somewhat briefly. Bill's change was electric. He said:

"Why didn't you say that in the first place." and marched back into the plant as did the other men.

The moral of this has been drawn many times and in many places. People respond more to pride in their work and to an understanding of what they are doing and why they do it than to a few cents an hour in pay. Gradually industry is going to learn this lesson and apply it everywhere—though some of us seem to be slow in learning the lesson.

IN MY WORK I get around the country a great deal and having traveled almost all my life I find this continually interesting and stimulating. One of the more amusing sides of this travel is the difference in local customs. Recently I was in Hartford, Connecticut, and had occasion to ask a "native" where I could find the Heublein Hotel. My pronunciation irritated him and he answered with withering scorn: "You mean, 'Hibline'," with his accent on the first syllable.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION announces the publication of the new edition of the Western Personnel and Industrial Relations Direc-

tory. This contains names of more than one thousand personnel executives in all parts of the Pacific Coast. The price is five dollars per copy and it may be obtained from the office of the Association at the Farm Credit Building, Berkeley, 4, California.

HAPPY BIRTHDAY can be celebrated appropriately by arranging to have each employee receive on that day a box of candy. The firm of Duker and Walter of 1619 Broadway, New York City, has introduced a new service for doing this. The candy is delivered to the home of the employee on his birthday and a personal message from his company is imprinted on the top of the box.

Labor Relations, Generally Speaking is a title in a chapter in a little book called "Here's Roger's and Its Fiberloys" this is published by Roger's Corporation of Manchester, Connecticut, who make special types of plastics. This little book is the most curious, interesting and amusing thing I have seen lately. After a short history of the company, it has about twenty chapters about all sorts of subjects. On labor relations it has the following to say:

Management's primary responsibility in labor relations is to *act* like management—to demonstrate a capacity for management.

A management approach to labor, therefore, calls for considerable realism. It means that not only must management be in the proper frame of mind, but management skills must be used to get labor into the same frame of mind. You can't just sit around waiting for labor to adopt a friendly attitude, all by itself.

Ned Hay

The author's theme is that "Man does not live by bread alone." He points out that all workers are just like you and me, they crave personal consideration and attention. In their private talks they do not discuss economics. So, sermons on the American Way versus Communism do not interest them.

Humanizing Management

BY CORNING WHITE, Dan River Mills.

One of American industry's large companies has a program for explaining itself to the rank and file of labor. This program for 1950 had a million dollar budget. The sponsors of another program are at this writing trying to collect from big business two and a half million for the same purpose. Since the end of World War II a dozen other similar projects have tapped industry's till for other millions. The total cost of these various co-operative efforts runs into large amounts. This is exclusive of the staggering sums that are being spent by individual companies like General Electric to sell themselves to their labor.

Now several of my own good friends are professionally engaged in raising funds for programs whose purpose is to give the American worker a clearer and more sympathetic understanding of the theory of our free, capitalistic economy. I've definitely no desire to spoil their game. In fact, I honestly believe that all these efforts of industry to educate labor in the economic facts of life have *some* value, though not the effectiveness their proponents claim. Their standard appeal for support from business is that they will help to forestall the conversion of the American worker to communism.

WHAT WORKERS TALK ABOUT

Now I loathe communism just as thoroughly as anyone can. But the actual fact of this matter is that the *mass* of this country's workers have very little interest in communism. Or in capitalism. Or in any economic theory whatever. If you doubt this, just go stand up at the bar any evening in any working men's saloon and listen to what the men there talk about while they sip their beer or ale. I've done it. I know. I *know* what they talk about. And if you can find me four men out of any four hundred that are talking about *either* communism *or* capitalism, I'll pay for the drinks.

No. You'll find them talking about what *really* interests them. You'll find them

talking about who won a ball game, about what they did on Sunday, about the trouble they have with their wives or their children or the landlord, about intra-union politics, about their job, about how the company treats them, and especially about what kind of a guy their foreman is.

How a worker is treated—or *imagines* he is treated—by his company—is never long absent either from his thought or his conversation.

If a worker's union has succeeded in persuading him that the company's management is against him, all the educational brochures in the world, however clearly and persuasively written to expound the principles of capitalism and its benefits with a view to winning the worker's goodwill, are worthless.

Most of the attacks today by labor leadership upon the motives of management, have nothing whatever to do with *any* economic theory—either communist or capitalist. What the more successful leaders have been telling their membership is not that capitalism exploits them, but simply that "the bosses are bastards" who are unwilling to give their workers all the dough they're rightfully entitled to. That's language a worker can easily understand. And it's a theme constantly used to keep workers unsettled. It keeps a chip on every worker's shoulder which the union shop steward dares the foreman to knock off. It creates and maintains constant industrial friction.

UNIONS ARE HERE TO STAY

Now just as firmly as I believe in our American system of free enterprise, I also believe in the essential soundness and in the inevitability of the continuance and development of unionism. But like every other good thing, unionism is subject to abuses. The irresponsible attacks of too many union leaders on the motives of management is one of these abuses.

True, in some instance the union leader's contention that the company's management has no interest in the welfare of the men who sweat on the production line is warranted by the facts. I recently audited for such a corporation its relations with one large segment of its employees. The company's labor turnover is high and its costs for hiring and training replacements are appalling. But when I reported to the management that their ill-conceived personnel policies and arrogant treatment of their employees were the real cause of this excessive turnover and expense, the management's only comment was: "If the so-and-sos don't like the way we do things here, let 'em go work somewhere else." But if this company's stockholders know how this policy is cutting into their dividends, this management group would soon be out pounding the pavement searching for jobs.

Such an attitude on the part of management in today's industrial climate is as obsolete as a horse-drawn plough. Any executive indifferent to the thinking and the welfare of his employees is simply too dangerous to have around. He's sure to have trouble, for he's meat for any antimanagement agitator. He'll have absenteeism, slowdowns, and strikes with consequent losses in earnings and in service to customers, and failures in service rendered, can quickly run any business on the rocks.

Fortunately, most managements today have a genuine desire to treat their workers fairly and generously; as generously as they can under their obligation to the owners to come up with a reasonable profit. But decades of intensified propaganda by union leadership have created in the minds of millions of American workers employed in large corporations a conviction that management is against them. In this situation, issuance of propaganda to the workers, regardless of its truth or of the excellence of its form, can have little positive effect. The only thing which will exert real influence is what management *does*.

WHAT TO DO?

The action required is twofold. First the worker must be treated on the job as an individual worthy of respect and recognition. The straw boss who yells at a man, "Hey, you! What the hell do you think you're doing—piling up scrap like that", is as outdated as a dirty washroom.

To recognize superior performance by an incentive system which pays for improved output is salutary. But "A man does not live by bread alone". Sure, Joe likes the fatter pay envelope. But so does he like—and is almost equally motivated by—a word of congratulation from his supervisor. We are making progress through foreman training toward humanizing management's relations with the worker on the job.

Second, management must recognize that a worker has, and is primarily interested in, a personal life outside the plant. I am not advocating that management should suggest how a worker should spend his leisure. There's too much of this in company sponsored, formalized recreational activities. All I'm urging is that management demonstrate through little friendly actions its awareness of the fact that Joe has a personal life, which to Joe is fully as important as his work on the production line.

But here the manager of a large enterprise is at a disadvantage as compared with the manager of a small one. The manager of a plant employing 3000 workers, can't possibly *himself* maintain contact with them individually. But the well-disposed manager of a small concern has frequent opportunities through his closer contact with his workers to impress on them by his *actions* his desire to be fair and helpful.

In this connection, I have in mind a small plant in New Jersey. Wages and hours were standard for the industry. But the manhour output far exceeded that of this company's competitors. And here's why.

The president of this company can address every one of his workers by name. He also knows the names of their wives and of most of their children. He remembers their birthdays. When one of his workers marries, he sends the bride a wedding present. When a worker gets sick he goes, or if he can't go himself sends someone else to call on the worker. He is not trying to learn whether the worker is actually sick, but to express sympathy and to find out whether he can be of any help. He keeps his workers out of the clutches of loan sharks. When a worker's wife has a

confinement he sends her flowers. In thirty years—the period he has been president—he's never lost one manhour's production from labor trouble.

WORKERS ARE PEOPLE

When I congratulated him on this, he came back at me as follows, as nearly as I can recall his exact words: "Mr. White, I run this plant on the principle that my workers are people. I assume they want to be recognized as individuals, just as you and I do. The things that interest them most are very little different from the very things that interest you and me most. Aren't we all mainly interested in ourselves, in how well we're getting along in our jobs, in our personal hobbies. And if we are decent individuals, in the happiness and the welfare of our families? Well, so are they. And they appreciate some personal recognition of their individual problems and interests, exactly as you and I do.

"I've one fellow here who used to work for a big mill in Hoboken. When he applied to us for a job, we hesitated to hire him, because on checking with his former employer we found Sam had something of a reputation for being a kicker and trouble-maker. But we decided to take a chance. Our interview procedure provides for finding out what an applicant's hobbies are. Sam's is fishing. When Christmas came around, I gave Sam a copy of Ray Bergman's book 'Just Fishing'. I wrote a little note inside it and signed my name with 'best wishes for good luck from one fisherman to another.'"

"I hear Sam's shown the book with my note on the flyleaf to everybody who's called on him. His wife's shown it. Even his kids have talked about it. I assure you Sam's one of the most loyal workers I have. Why? Because I'm the first executive in his whole working life who's ever noticed him as a person, who's ever shown any interest in the things which interest him. Actually I probably haven't exchanged a dozen words with Sam in six months. But he knows that I know he's here, that I'm aware of him as an individual. He appreciates this. If any agitator tried to tell Sam I've no interest in my workers, Sam would knock his block off.

"I don't claim that I could reduce the wages of my labor below standard and still get maximum production from my workers, but I do maintain that as long as I play fair on wages, hours and working conditions and in addition play the role of friend to each of my men, they'll not only give me no trouble, but they'll deliver a better day's work than they otherwise would."

Now it isn't always just by chance that labor leaders in discussing a company's policies with the union membership usually speak of the "management" rather than of the individual who *is* the management. The very word *management* is an abstract term. Only philosophers can grasp abstractions. And even philosophers often misunderstand each other. Working men and women almost never think in abstractions. To the man on a punch press in a big plant *management* is a vague, impersonal force that, lacking any milk of human kindness, lacking even human features, is always against him, implacably determined to do him dirt.

PROPAGANDA ALONE WON'T DO THE JOB

I repeat, I've no quarrel with management's efforts to tell workers the truth about our economic system, even at a cost of millions a year. The clearer understanding we can give labor of how our economy functions, the better. All I contend is that propaganda in whatever form, about the marvels of free enterprise, will not of itself impart to the workers in big corporations, in the face of what their leaders have been telling them about management over the years, that degree of confidence in management's good intentions which is absolutely necessary if we are to enjoy any appreciable period of industrial peace. Neither will mere *printed* items in the company paper about how Bill Jones in the shipping department, won the bowling tournament. Neither will mass company picnics at which the president appears on a platform, wishing to heaven he were anywhere else. All these things, well enough in their way, must be preceded and supplemented by an organized program of humanized, individualized *action*.

Most large companies in their personnel set-up and in their foremen training programs already have the basic machinery for establishing the same type of friendly relationship between the operating head of the business and the workers, that the head of a small company such as I referred to earlier, had established without any special facilities.

Naturally I'm not suggesting that when in a great multiplant organization like United States Steel, a worker has a birthday, he should receive from the Chairman man of the Board a longhand, personally written letter congratulating him. That would strike any sensible worker as ridiculous and altogether phoney. But I *am* suggesting that such a note from some executive the worker identifies with management, some executive in the plant where he works, would be highly appropriate. A three minute, friendly chat would be even better.

As a matter of fact, to be successful the program would have to be tailored to the conditions obtaining in any particular plant. In most companies the necessary organization is already in existence but is being used negatively to *handle* friction rather than to *forestall* it. And the dollars and cents cost of humanizing management in the thinking of workers would be peanuts compared with what some corporations are spending on less productive efforts to sell their workers on the benefits of capitalism as contrasted with those of a planned economy.

THERE IS NO SHORT-CUT

But there just isn't any easy short-cut to dispelling the widespread conviction of this country's workers that the heads of their companies are against them, a conviction encouraged by the stupid public pronouncements of a few industrial leaders who should long ago have been retired, but to a far greater degree by a systematic smear campaign on the part of many union leaders. Most of the usual measures currently employed by large corporations to win employee goodwill—expenditures for employee entertainment, house organs, simplified annual reports—

are spoiled by the impersonal, mechanistic, mass manner in which the workers are handled, by a failure to give them as individuals any reason for a feeling of loyalty. The employee benefits, like free health insurance now being written into union contracts, will have little effect toward building employee confidence in the management, unless they are administered with a friendly, personal touch.

Workers *expect* the manager of an enterprise to pay standard wages, provide decent working conditions, and administer the union contract fairly. But that won't dispel a suspicion that he'll do them in if he can. The only *sure* way under present conditions to win worker confidence is to appeal to them in a way they can understand by individual recognition, performing a multitude of intrinsically trivial gestures, but always with *identification* of the gesture personally with the head of an operating unit.

This way their company's management will become for the workers not the vague, hostile abstraction they've been led to distrust but John Smith, the big boss, a decent guy, a friend to every worker, the kind of a guy that wishes every man well. When this sort of feeling is developed between management and men, and only then, will the word of management be accepted at face value.

MANAGEMENT'S OPPORTUNITY

To create such feeling is management's great opportunity. Many union leaders have become arrogant and indifferent to their members as individuals. They're no longer liked personally. But they're tolerated because they've won tangible gains for their members and because they stand between the workers and what the workers believe to be a management opposed to their interests and determined to thwart their aspirations.

Management's real task in labor relations, therefore, is not so much to educate its workers to an understanding of capitalism—although that's good too—as to convince them by multitude of acts of consideration and kindness that they are not ogres but decent, well-disposed humans, who want their employees to be as happy and secure as is possible in this uncertain world. Only thus can management hope to be believed when it states its side of the case when an issue arises. If management isn't believed whatever it says or does and however well intentioned is only that much waste effort. Yet if this country's fairminded management—and that's most of its management—*can't* get itself believed, the mounting competition among union leaders to outstrip each other in putting an ever harder squeeze on business, regardless of the ability of business to sustain it, may very well eventually run our wonderful system of democratic, free enterprise completely into the ground.

This story was written for the employee, so that he would know how his company establishes the range for his pay—the minimums and maximums. It appeared in the employee magazine of The Fire Association, one of the older and more progressive fire and casualty companies, and has contributed to better understanding and acceptance of the plan.

How We Set Your Pay

By A. E. DUNCAN, Director of Personnel and Training,
The Fire Association, Philadelphia.

It was a nice day for a chat. The rain was drenching Independence Square and a cool breeze was playing it against our window high above the street. Callers had been few, a condition unusual in the Personnel and Training Department; even the telephone was behaving nicely. I was happy about this because it permitted time for a pleasant chat with a retired old-timer who called to be brought up-to-date on happenings hereabouts. We'd been talking about his day with the Company, and as he dried his wet shins against our radiator, he went on:

"Do you remember the day here at 401 when everyone wanted to work in the 'X' department because the boss was reputed to pay the best starting salaries and to be unusually good at getting increases for his people from the 13th Floor?"

I *did* remember that rumor but in those days I had nothing to do with personnel and never did really learn whether Mr. "X's" reputation was deserved or whether this was pure fiction.

"That can't happen here anymore," I told the old-timer. "We have a Job Evaluation plan in operation that puts all jobs which are alike into the same range, regardless of department."

"Do you mean to say that all fire examiners, for instance, now get the same pay?"

"Nothing of the sort. That would be ridiculous, but all fire examiners are paid on the same basis. They fall in the same salary grade—each individual salary falls somewhere between the minimum and maximum for that grade. Naturally, a person just promoted to the job is at the minimum and an extremely well qualified person is probably at the top, with most of the people in that job somewhere between these points."

"That sounds pretty good, but isn't that apt to sort of pickle a fellow in the same job? What happens to him when he hits the top?"

"Long before he reaches the top, his boss will have anticipated that event. If he is promotable, his training will be pointed toward the next highest job and if, in rare cases, he is not promotable, he will be told about it."

"Why shouldn't a man be promotable? If he isn't any good, you'd have either fired him long ago or would have kept him at the bottom of his salary grade."

"It might be that the next job above entails much greater responsibility and the man we're talking about might be merely a very skilled technician and not a person who could supervise or make decisions. That wouldn't happen very often but when it does happen the fault is not management's but the individual's."

The old-timer thought about this a minute and then asked who decided the salary grade for that particular job of fire examiner.

"That's a long story but I'll try to tell you in a few seconds. After having studied the market, our existing salary scale, and many other factors, we set up twenty salary grades. To determine which jobs went into which grades, we established a Job Evaluation plan. Each job was described in detail . . ."

"Whoa, wait a minute! Who did this describing?"

"First of all, the employee himself at the time the system was installed, and in the case of every new job that comes up, the employee writes a detailed description of his job. This description is boiled down and a digest made by the chief job analyst. Writing these digests requires special training and special skills and isn't easy, even after years of doing it. To guarantee that the job is evaluated as it really is, the finished job description is initialled by the employee doing the job and by the supervisor."

"Suppose the employee objects to the finished description?"

"He doesn't have to initial it. If it does not truly describe his job, it goes back to be rewritten."

"I see," said the old-timer, "then what?"

THE EVALUATION COMMITTEE DECIDES

"The description of this job is then sent to the Evaluation Committee. Each man on the committee studies the job at home and assigns the number of points it rates for skill, decisions, responsibility, physical effort, and working conditions. He turns his score in to the secretary of the committee. At the meeting, each member has before him a list of all the individual votes. Sometimes they are fairly far apart. Under direction of the chairman and after much discussion and argument, an agreement is reached on the correct number of points for that job. These are taken up under each of the five factors one at a time and the total number of points determines the salary grade in which that job will go. Just as there is a bottom and a top to the money paid for each job, there is a bottom and top to the number of points for each grade."

The old-timer thought about this a minute and then came up with another shot.

"What guides the committee members in assigning points to these factors?"

"The system has the high-sounding name of Factor Comparison Method which

means that the relative value of each job is compared with all other jobs on our list factor by factor."

"Meaning?"

"That each committee member decides, for instance, that for "skill" a given job is more important than all the jobs below such a point and is less important than those above. This takes a lot of time both at home and at the meetings."

"I suppose this committee was hand-picked by one of the top bosses?"

"It was hand-picked all right, but not by the bosses and not by the personnel staff. Our system was installed by a management consulting firm. The men on the committee were picked by the consultant personally, after having interviewed and given each a battery of psychological tests."

"I'll bet some of the department heads loved that!!!"

"They didn't like it but were pretty good sports."

"Didn't it take some time to learn this evaluation business?"

"Indeed it did! We went to school for four hours at a stretch for several weeks, at the end of which time we were just about able to do the job. Practice makes perfect and we think we are improving in our technique steadily."

"How many votes are necessary to slot a job in its proper place . . . a majority?"

"No, indeed I'm glad you asked that one because we want everyone to know that no job is slotted in a salary grade until all ten members of the committee are in complete agreement for each factor."

"I'll bet you have some good arguments."

"Good is hardly the word. Tempers have been known to flare and the chairman has had to hold some jobs over to the next meeting until more study can be made before agreement is reached. As a matter of fact, we frequently have to call into consultation someone who knows the job to answer the questions and doubts held by some of the members."

EMPLOYEES ARE REPRESENTED

"I suppose the highest jobs take the most time?"

"Not a bit of it. You'd be surprised the time that is spent on so-called low level jobs. Each member has come to look upon himself as sort of a trustee with special responsibilities. The committee is just as careful with the sort of job we hand to beginners as with one of the highly technical positions."

The old-timer looked thoughtful and said, "It's too bad the employees cannot watch one of these sessions."

"Yes, it would be nice if they could but they are represented; the immediate past President of Staff Council sits in on each session as an observer. He can attest to the conscientious consideration that each job receives."

"With the job finished," said the old-timer, "I guess you can take things easy."

"It's never finished. Jobs do not stay the same, and with our entry into the casualty business, there will be numerous new jobs to consider."

"I hadn't thought of that change angle. What happens then?"

"The job is re-written and then the committee considers it exactly as if it were a new job. We are not talking now about trivial changes, but of changes which particularly affect the responsibilities and decisions of the jobholder."

"Are the committee's decisions final?"

"Final in the sense that there is no appeal board but any department head can demand reconsideration of a job even though no change has been made. The ten committee members are human beings and can make mistakes. The constant study of the jobs in each department may convince these ten that a first opinion should be changed. They have changed their opinion in at least one instance."

"Who decides when a job is to be rewritten?"

"Well, for one thing, the employee can request his boss to ask for a rewrite, but ordinarily the boss is one jump ahead of him. Each month he receives a complete detailed salary review and in considering an increase for one of his people, it should come to his attention that the minimum or maximum for that job may not be accurate since the job itself has changed. He usually requests a rewriting and it is our job to try to keep up-to-date on all these changes and the new jobs in casualty."

HOW DOES JOB EVALUATION AFFECT PROMOTIONS

"This is all very interesting," said our surprised visitor. "You seem to have come a long way with this new plan. What has it done to the employees' chances of an increase in salary or promotion?"

"Well, as President Thomas told our Staff Council, more than seventy-five people received adjustments in salary independent of their merit increases as a result of proper evaluation of their jobs. In addition, the bosses have before them constantly the table of salary grades and a complete departmental salary report each month. If a good worker needs recognition, his salary range will show just what can be done for that employee without disturbing the scale. As for promotion, the boss knows he can't just go on increasing a person's salary at anniversary dates but must look to the day when that good employee reaches the top of the grade and decide long in advance what he is going to do with him. In addition, when jobs in the Company are to be filled, the Personnel Department constantly looks for the opportunity to transfer someone in a lower pay bracket from one department to another. Promotion from within is a Company policy and it doesn't have to be within any given department. Furthermore, when an employee gets additional duties, he knows his job is changed and so does his boss. These changes may be unimportant, but, in any case, they'll be reviewed and the job re-evaluated. In some cases, this will mean moving the job into a higher pay grade."

"Suppose it doesn't?"

"No harm is done because the employee knows that it was carefully considered in comparison with all other jobs and is where it belongs."

"What is the war going to do to you?"

"If I could answer that one, I'd be in Washington, but during World War II

the companies with established pay grades based on sound evaluation practices were permitted under the wage freeze to grant increases if merited within each grade. Of course, promotions . . . bona fide promotions . . . are always permissible. We think, and by 'we' I mean management and employees alike, that we have everything to gain with this plan and nothing to lose."

"Well, that's all very interesting. I guess if 'X' were still here the legends about his ability as a raise-getter wouldn't mean very much."

"No, I'm sure they wouldn't. Every boss is now a Mr. X. He might get in the hair of the committee, but from experience as chairman, let me tell you that ten men are hard to push around."

"Do you publish the job scale?"

"No, we don't publish the entire scale. As we approach more complete coverage, each department head will speak personally to his people about where they stand in the salary picture, the paths of promotion, and his standing generally."

Just then the telephone armistice was over and, in spite of my signal for the old-timer to keep his seat, he waved good-bye to me and our evaluation plan.

About the Authors

Corning White was educated at Wesleyan, Columbia, Yale and Harvard Universities. He taught at Yale and Dartmouth before becoming a sales and management consultant. He is one of the top authorities on sales control and training. He has concentrated on employee relations since the war. He is the author of more than a hundred articles on various aspects of management.

A. E. Duncan began his business career at The Fire Association, starting at the bottom and working up to his present position of Director of Personnel and Training. Along the way he held many positions including that of special agent in field service work.

Robert R. Jorgensen after graduating from Bowdoin College, planning for a career in personnel took an assumed name, made up past experience, put on old clothes and spent 15 months as a manual worker. He is now taking a two-year course at the Harvard Business School.

Harland Fox is a Research Fellow on the staff of the Industrial Relations Center, University of Minnesota, where he has worked for the past three years.

Theodore Lindbom is a former Research Fellow on the Industrial Relations Center staff, University of Minnesota, and is now associated with the personnel department of the Prudential Life Insurance Company, Newark, New Jersey.

C. Harold Stone is a Research Associate on the Industrial Relations Center staff currently on military leave as Director of the Active Service Order Branch for the Ninth Naval District.

Some years ago, Whiting Williams made quite a stir by writing of his experiences as a manual worker, chiefly as a day laborer. Now he sends us a manuscript by a young man who has followed in his foot-steps. Mr. Williams says it shocks him to see that management has learned so little about the workers in the intervening years.

Extracts From A Worker's Diary

ROBERT R. JORGENSEN, DIARIST

A 1950 graduate of Bowdoin College who planned to be a personnel man followed in Whiting Williams foot-steps, living as the workers did and sampling jobs from the Pacific Coast as far East as Cleveland. Of his 30,000 word diary Mr. Williams says: "I got from a quick reading the shocking news that surprisingly little improvement has been made during all these years in the handling of workers by their foremen."

In applying for jobs the young man invented backgrounds for himself that would match those of the men he lived and worked with. He spent his time among unskilled laborers for the most part, beginning by going out as a fruit picker. Here the pattern of his findings began to appear. Regardless of the abuses under which they earned their living their morale was high because they felt they were doing a necessary job, helping to feed the country. In each job he describes a similar satisfaction with the work; when the worker can have appreciation from those over him, or recognition of his usefulness from outsiders. In each job he had the experience of having to pretend to be busy when the work had slackened off, and also having to do "jackass work" (work requiring no skill). He found that his fellow workers resented these periods as much as he did, even though their pay was the same for the "made work" as the work they had been hired for. In the construction job he noticed that the men resented having to work without sufficient information about the purpose of their work and about the plan for the whole project. Rumors that the job was to close down were frequent.

A POPULAR FOREMAN

The foreman that the men liked most was the one who took the trouble to tell them why they were doing a certain piece of work. This was in spite of the fact that

he was not usually very clear about how the job was to be done. Lack of proper instructions, or conflicting instructions, were complaints he found in all of his jobs, even in his last one where he was an apprentice brick-layer. One characteristic of the better foremen was interest in the men's safety. Incidentally, he found that safety instructions were often posted where men passed by, but not where they congregated. A foreman who pitched in and helped was given due appreciation by his men. Apparently this was not often the case. One foreman who was very unpopular tried to be one of the boys by swearing and "acting tough", although he was naturally a mild talking man. He didn't fool anyone. No pretense of any kind got by with the workers. Several successful foremen were observed to use conversation as a way of keeping the men interested in their jobs. An effective negro straw boss, over some negro helpers to the white brick-layers, deliberately started arguments to relieve boredom. One argument that lasted all afternoon was whether horses can swim or not. Where there was so much noise from machinery that no ones' voice could be heard, repetitive work seemed to become very boring.

RACE RELATIONS A PROBLEM

In his apprentice job our young man had an experience that taught him "how easy it is to learn to hate". All bricklaying helpers were negroes but no negroes were admitted to the apprentice courses. The helper assigned to put bricks on his pile was sullen and deliberately slammed bricks as close to his fingers as he could. Afterwards, having an experience where a negro was served ahead of his turn by the colored lunchroom girl, our tolerant New Englander began to resent the races working together the way he said the other white workers did. However, as he and his helper continued to work together, a spirit of comradeship sprang up between them.

There seemed to be fewer barriers between the engineers and other 'big bosses' and the workers than between the foremen and the men directly under them. An executive who walked through the plant saying 'hello' and asking questions about how the work was going was well liked. On the construction job officers and engineers shared the men's mess. The workers were quick to notice incompetence in the engineers and as quick to give credit. An engineer who diagnosed and cured a smoking kiln was commented on as followed: "he probably couldn't lay a brick if he tried but there ain't nothing he don't know about them furnaces. He don't get his hands dirty but he don't have to with them brains."

In several places our writer expresses his belief that the feeling of being useful and appreciated is the basic motivation of the worker. The use of proper tools and equipment is more important to the worker than pensions and insurance, because good tools affect his job performance thus influencing his status. The diarist sums this up by saying: "Every day I become more aware that this worker I've been living with is one of the most sensitive humans in existence in his feelings on the job. Money hardly enters his head on the job. If he makes three cents a minute, for instance, he doesn't think of it every minute—perhaps only on pay-day. All are pleased that the recent increase wasn't a blanket raise, but a 10% raise, so that

those more skilled and worth more get more." It's the type of work, the satisfaction gained from the work, and earning the respect of others that are equally as important as the money received."

SITUATIONS WANTED

(Continued from page 200)

PERSONNEL INDUSTRIAL RELATIONS MANAGER: Young career executive with 9 years sound training and quality experience as personnel director and industrial relations manager for companies of 1000 to 5000. Successful record of result-getting in labor relations including negotiations with CIO and AFL, foreman and employee training, recruitment and employment, wage and salary administration, money-saving safety program, internal public relations. A self-starter with drive that can help you meet increasing manpower needs. Resume/interview on request. Available in 30 days. Reply Box 149.

PERSONNEL EXECUTIVE: Broad industrial experience including 10 years as Personnel Manager for subsidiaries of National firm. Fully qualified in all phases of Personnel and Union relations. Multi-plant experience. Desire a challenging opportunity as principle personnel administrator of a progressive company. Self-starter. Christian, Ph.B., age 40. Married. Resume on request. Reply Box 145.

SAFETY DIRECTOR: Six years concentrated safety engineering and safety experience in plant employing over 2000. Age 37. Married. Now located in Ohio but available for location in middlewest, south and southwest. Five years experience as Personnel Director. Reply Box 148.

PERSONNEL ASSISTANT: B.S. Personnel Administration. 1 year of interviewing and testing. 1½ years as personnel trainee for large industrial concern. Married veteran. No children. Age 24. Will relocate. Send for resume. Reply Box 150.

The proportion of older people in the population is steadily increasing. This is creating a serious problem for the economy because, we not only lose the productiveness of those who retire but they become, instead, a burden on the productiveness of others. For these reasons the advisability of compulsory retirement is now being questioned.

After Age 65 What?

BY HARLAND FOX, THEODORE R. LINDBOM AND C. HAROLD STONE*,
Industrial Relations Center,
University of Minnesota

For the first time in American history large numbers of people are *reaching* old age. As a result of declining birth rates, advances in medical science which have led to greater life expectancies, and reduced immigration, there have been appreciable shifts in the nation's age distribution. The United States definitely faces a future in which increasing proportions of the population will be in older age groups.

A fundamental question which the nation must answer, therefore, is: How are the increasing numbers of older persons to be supported? One answer which is currently attracting attention is to provide these older persons with pensions, both public and private.

The money costs of pension plans have tended, however, to focus attention on the vast social waste involved in arbitrary retirement of employees at stipulated ages. Many men and women who reach 65 today are not "old" in the traditional sense of the word. Many have skills and experience which would allow them to make valuable contributions to production were they allowed to do so.

Certainly, adequate retirement benefits will have to be made available to those who wish to retire and to those who no longer are physically or mentally able to work. But, on the general question of support for older persons, there seems to be a better answer than pensions and arbitrary retirement. Work that older people can do should be found—work in which they can be both productive and self-supporting. In a word, some means of utilizing older persons should be found so that they will not be forced out of productive employment at some arbitrary "retirement age."

Most of the problems involved in utilizing older persons, however, have not

* The authors are members of the research staff of the Industrial Relations Center, University of Minnesota, directed by Dr. Dale Yoder. Other staff members who participated in this project were: Kenneth Awsumb, Douglas Irvine, Rolf Jangard, and Josephine Welch.

been investigated systematically. For example, how can potentialities of persons beyond retirement age be identified? On what basis are their potentialities to be evaluated? What must be done to retain older employees in productive employment? Under what conditions do older employees prefer retirement? Under what conditions would they find greater satisfaction in continuing productive work?

A logical first step in answering these complex questions would seem to be an investigation of the extent to which older persons are being or have been utilized. From such study might come clues concerning problems faced by individual firms in utilizing older employees—clues which would clarify the problems to be investigated. The present study represents a first step in this direction; it describes findings in a single city—Minneapolis.

OBJECTIVES OF THIS STUDY

Specifically, this investigation was undertaken by the Industrial Relations Center to discover (1) to what extent employees who have the requisite skills to handle their usual jobs continue in employment with Minneapolis firms after reaching 65 years of age,¹ (2) to what extent employees are kept on who, when they reach 65, no longer have skills necessary to handle their usual jobs, and (3) what methods have been developed to use those older employees who can no longer handle their usual jobs.

METHOD

Findings in this study are based on data gathered by personal interview and by mailed questionnaires from 168 Minneapolis firms during March and April, 1950. Industrial Relations Center staff members interviewed 98 of the firms; data from the other 70 firms were obtained by mailed questionnaires which were later re-checked by telephone interviews. The same questionnaire mailed to firms was used as a check list in the interview to ensure that the same areas were covered in both situations.

Results of a pre-test of the questionnaire revealed that retirement policy for salaried employees was often different from that of hourly paid and incentive paid employees. Two forms of the questionnaire were, therefore, used in securing data—one for salaried and one for hourly paid and incentive paid employees. Pre-test results showed that some firms were unable or unwilling to give out retirement policy information about executives; therefore, this group was excluded from the survey.

The list of firms from which a random sample was taken for study was developed with the assistance of a Minneapolis employers' association. Only those firms with 50 or more employees were considered for study since, in the pre-test of the questionnaire, it was found that a large majority of firms employing less than 50 had such limited experience with persons reaching 65 that the questionnaire was practically meaningless for them.

¹In general usage, the "normal retirement age" as stated by firms was 65, although in some firms the normal retirement age was 60 for women. In this report, age 65 and "normal retirement age" are used interchangeably.

Although the list of firms from which the random sample was drawn included nearly all (85-90%) firms in Minneapolis employing more than 100 employees, only 50 per cent of all firms employing less than 100 and more than 50 persons was included. Because of these sampling limitations, caution should be used in applying the findings of this study to all Minneapolis industry.

DESCRIPTION OF THE SAMPLE

The 168 firms in the sample employ 56,749 people. The distribution of the firms by size and type of industry is shown in Table 1.

It should be pointed out that only 10 per cent of the firms are in the group size 500 and over, but these firms employ 57 per cent of the employees in the sample. Although 35 per cent of the firms are in the group size 50-99, only 7 per cent of the total employees are employed by these small firms. Nearly half of the firms (43%) and nearly half of the employees (42%) are in manufacturing. About twice as many hourly employees (37,862) as salaried (18,887) are employed by the sample

TABLE 1
DISTRIBUTION OF PARTICIPATING FIRMS BY SIZE AND TYPE OF INDUSTRY

Size of Firm	Type of Industry				N	Total	%
	Manufacturing	Wholesale-Retail	Service	Finance			
50-99	21	21	15	1	58	35	
100-199	23	16	10	2	51	30	
200-499	22	11	8	2	42	25	
500 and over	6	5	2	3	17	10	
Total N	72	53	35	8	168		
%	43	32	21	4			100

firms. The sample is composed mainly of hourly employees in manufacturing firms with a payroll of more than 500, and the sample is composed mainly of manufacturers with less than 500 employees each.

40 per cent of the sample firms have pension plans and 54 per cent of the employees in the sample are covered by pensions. Regardless of firm size, a greater proportion of salaried than hourly employees is covered by the plans. Only 47 per cent of the hourly paid employees in the sample are covered by pensions, but 69 per cent of the salaried are covered.

Pension plans tend to be more prevalent as size of firm increases. Paid retirement programs were reported by 35 per cent of firms size 50-199, by 43 per cent of firms size 200-499, and by 69 per cent of the firms in the largest size category, 500 and over.

The presence of pension plans is highly related to the presence of a stated "normal retirement age." Of the 70 firms that stated they have a "normal retirement age," all but 6 have pension plans. Therefore, the description of firms with pension plans given above is also a close description of firms with stated "normal retirement ages."

RESULTS

One of the most interesting findings of the study is the appreciable number of firms in which no employee has ever reached 65 years of age; 29 (17%) firms are included in this category. This group of firms is made up of 17 (12%) of the 137 firms that employed both hourly and salaried, 10 (40%) of the 27 firms that employed only salaried, and 2 of the 4 firms that employed only hourly. In an additional 32 per cent of the 137 firms with both hourly and salaried employees, no *salaried* employee has ever reached 65 years of age although hourly employees have. It is predominantly hourly employees who reach 65 years of age in the sample firms.

The majority of firms that have never had employees who have reached 65 years of age are smaller firms. The experience of these industries is not that which would be expected from the literature.² Service industries are generally thought of as those in which older persons can find work, since jobs in these industries tend to be less desirable than most. On the other hand, manufacturing is usually considered the industry that can least use older employees, due to the accent on speed. The present study indicates, however, that there is about the same proportion (54%) of firms in each of these industries in which no employees (or only hourly employees) have reached 65 years of age.³

In the analysis which follows, the 29 firms in which no employee has ever reached 65 have been excluded since the research was not concerned with *opinions* of what *might* be done with older employees. Rather, interest is centered upon what *has* been done with employees reaching 65. The exclusion of these 29 firms has not shifted the proportion of firms in various size or industry categories, and the proportion of pension firms to non-pension firms has remained about the same.

To what extent, then, do employees who *have* reached 65 in a firm and *who have retained the skills necessary to handle their usual jobs* continue in employment beyond age 65? The question asked of firms and the response for both hourly and salaried employees is shown below.

Question: How many of your hourly (or salaried) employees who reach the normal retirement age and are still able to handle their usual jobs continue in their employment with the firm beyond that age?

Answers:

	Per Cent of Firms Saying			
	All	Most	A Few	None
116 firms with hourly employees	57	16	9	18
92 firms with salaried employees ⁴	46	7	14	33

It is apparent that an appreciable difference exists in the extent to which hourly and salaried employees who can handle their usual job are utilized after

² See particularly: Trafton, George H. "Age Distribution of Workers in Industry Under OASI." *Social Security Bulletin*, Vol. 16, No. 3, March 1947, pp. 13-20. Also "Older Workers at the Public Employment Service." *Labor Market*, June 1949, pp. 31-37.

³ It was supposed that firms founded recently might not have been in existence long enough for employees to reach the normal retirement age. However, an analysis of dates of establishment of those firms in which no employees (or only hourly employees) have reached 65 did not support this conjecture.

⁴ Since many firms had no salaried employees reach 65, fewer firms with salaried than hourly employees are included.

reaching 65. Almost three-quarters of the firms stated that most or all *hourly* employees stay on; only half stated that most or all *salaried* employees stay on after reaching 65.

Although there is this difference in the *extent* to which hourly and salaried employees who can handle their usual jobs are utilized after reaching 65, analysis of the figures indicates that *both* hourly and salaried employees are most often kept on after 65 in firms without pension plans. Although non-pension firms also tend to be smaller firms, the data do not indicate that size accounts for the great difference in the extent to which pension and non-pension firms utilize employees. It can be concluded that pension plans are a major factor in the non-utilization of older employees.

Why don't all persons reaching 65, who are still able to handle their usual job, continue with their company? For hourly and salaried employees alike the two main reasons given were: (1) "because of compulsory retirement plan" and (2) "because the employee prefers to retire."

Practically all firms that stated "none stay on" gave compulsory retirement age as the reason. Firms that stated "few stay on" were about equally divided—one-half giving compulsory retirement age as the reason and the other half reporting that "employees prefer to retire." All who said "most stay on" stated that those who leave "prefer to retire."

Only three non-pension firms stated that compulsory retirement was the policy of the firm. In every other case firms that said compulsory retirement age was the reason for persons not staying on were pension firms. However, only half (56%) of the pension firms have a compulsory retirement age.

Seventy-one per cent of the pension firms in the largest size group, 500 and over, and 66 per cent of pension firms in the smallest, 50-99, incorporated a compulsory retirement age into their pension plans. Only 40 per cent of the pension firms of size 100-199 and 47 per cent of those size 200-499 had a compulsory retirement age as a feature of their pension plan.

In summary, it may be concluded that the major reason employees who can still handle their usual jobs do not continue in their employment with a firm beyond 65 years of age is the operation of a compulsory retirement policy as part of a pension plan.

EMPLOYEES UNABLE TO KEEP GOING

The second major objective of this study was to investigate the extent to which older employees *unable to handle their usual jobs* are kept on after reaching 65.

An appreciable number of firms that had employees reach 65 reported that they have had no experience with an employee reaching 65 who was unable to handle his usual job. Obviously this may mean that employees who had difficulty handling their job prior to 65 were discharged or were given jobs which they could handle at that time. In fact, a number of interviewed firms stated this to be the case. However, this study dealt only with utilization of those employees over 65.

27 per cent of the firms that had hourly employees reach 65 and 27 per cent of the firms that had salaried employees reach 65 reported that all of these employees *could* handle their usual jobs at 65. A greater proportion of smaller firms than larger firms stated that all employees reaching 65 could handle their usual jobs.

To what extent, then, do employees who have reached 65 in a firm and have *not* retained the skills necessary to handle their usual jobs continue in employment beyond age 65? The question asked of the firms and the response for both hourly and salaried employees is shown below.

Question: How many of your hourly (or salaried) employees who reach the normal retirement age and are no longer able to handle their usual job continue in their employment with the firm in another job or on their usual job with reduced duties?

Answers:

	Per Cent of Firms Saying			
	All	Most	A Few	None
73 firms with hourly employees	22	10	31	37
67 firms with salaried employees	16	0	23	61

Here again, as in the case of employees able to handle their usual jobs, hourly employees were found to be utilized to a much greater extent than salaried employees. Thirty-two per cent of the sample stated all or most hourly employees stay on, but only 16 per cent stated that all or most of their salaried employees stay on after 65 if they can no longer handle their usual job. Non-pension firms utilize these employees to a much greater extent than do pension firms.

What are the dominant reasons for firms not keeping on all of the employees who cannot handle their usual jobs at 65? For salaried and hourly alike, the three main reasons given were: (1) a compulsory retirement policy; (2) not enough lower level jobs available to which employees can be transferred; and (3) utilizing these employees would be too costly. Eighty per cent of the firms that stated "none stay on" gave as the reason a compulsory retirement age; almost all of the remaining 20 per cent said that utilizing these employees would be too costly. About half of the firms that said "a few stay on" gave compulsory retirement age as the reason; the other half of the firms were split about evenly between "too costly" and "not enough lower level jobs available." Practically all firms that said "most stay on" gave as the reason for not using all, "not enough lower level jobs available."

Two other reasons for not utilizing older employees who could no longer handle their usual jobs were mentioned frequently enough for consideration here: "Some employees prefer to retire" and "Such a practice would prohibit the normal number of young people from entering the firm."

By what methods are employees utilized who are allowed to stay on past 65, although they do not have the skills necessary to handle their usual jobs? About 60 per cent of the sample stated that these employees are transferred to jobs which they can handle. The remaining firms stated that the employee stays at his usual job but is relieved of some of the duties usually attached to that job. About 20 per cent of the companies stated that they use both methods to some extent.

No consistent policy for review of older employees' competence was found in any firm.⁶ In practically every instance employers indicated that each case was different and departmental procedure varied widely. Many cases are handled directly by the department head through re-organization and shifting of responsibilities. In other departments the employee might be referred directly to the personnel department. In others, the foreman or supervisor reports a "slow-down" to the union steward or business agent. One plant had a joint labor-management committee which considered cases referred to it by the department head. However, the results of this survey clearly indicate that Minneapolis employers, in general, have not yet recognized the importance of the problems of the older employee to the extent that they have taken positive steps to develop an organized program for the solution of these problems.

CONCLUSIONS

Judged by the number of firms that allow them to stay on, older employees who retain the skills necessary to handle their usual job fare quite well in Minneapolis. However, a continued increase in private pension plans would seem to endanger even the utilization now existing. Pension plans, especially those with a compulsory retirement age, show an inverse relationship with the extent to which older employees are utilized after 65.

Perhaps most important, this study indicates an almost total lack of formal planning to utilize older employees. In line with this, certain problems for further study are indicated. An intensive analysis and the publication of methods devised by firms that have found ways of utilizing older employees should help to point the way to efficient employment of older persons.

This is not only a problem for the long run health of an economy characterized by a larger proportion of persons in the older age groups; in an expanded defense effort one of the major sources of manpower will be these older persons. It is, therefore, of vital concern that information be available to guide government and individual firms in efficiently incorporating older employees into an expanded work force.

⁶ This also was found in 1933 by the Metropolitan Life Insurance Company in a very limited survey of manufacturing companies. See "The Older Employee in Industry," Policy Holders' Service Bureau, 1933, 25 pp.

New Books on Labor

By Eileen Ahern

As pointed up in *Business Week* some time ago, no company is isolated from what happens at the bargaining table in some other company, however obscure. It is union strategy, quite frequently, to develop momentum in a new area of bargaining by negotiating first with relatively small companies. And new terms eventually obtained from the larger corporations often set a pattern that widely influences employer-employee relations throughout the country. The impact of the unions affects the general climate of personnel relations. Even personnel executives in non-unionized companies, therefore, need to refresh themselves, from time to time, on collective bargaining. It is an excellent practice for those in non-executive posts in the personnel field to do so also, for both the formation and carrying out of personnel policies is improved by an awareness of general trends. Several new books are available which will be of interest to many besides specialists.

First, there is the latest book by Neil W. Chamberlain, of Yale University, which analyzes the nature of the collective bargaining process. *COLLECTIVE BARGAINING*. By Neil W. Chamberlain. (McGraw-Hill, New York, 1951. 534 pages. \$6.00). Mr. Chamberlain's book clearly reflects the need of personnel executives for a knowledge of collective bargaining for, as he says, "... the customary and usual subjects of collective bargaining (are) for the most part matters which are normally considered of a 'personnel' nature—employment, transfers, promotion, discipline, plus the broader issues of wages and hours."

The gradual extension of union-management negotiations is apparent in the brief but dramatic outline of the history of collective bargaining since 1800 with which Mr. Chamberlain's book opens up. The main sections contain an analysis of the factors that have shaped the process of collective bargaining. This analysis is of more than usual significance for it is not restricted to economic factors, with which most readers are well-acquainted. It includes the political, legal, and socio-psychological strands that also determine the nature of collective bargaining. This Mr. Chamberlain accomplishes in a most practical way. By the time the reader has finished the book, he will have learned a great deal, not only about the nature of the bargaining process, its procedures, the laws which govern it, and the subject matter with which it deals; he will also have acquired a lively sense of the tug of war that commonly takes place as each of the parties brings its bargaining power to bear on a situation; of the tactics and strategy which are brought into play and the emotions and reasoning behind them; of the internal politics within the union group and within the management organization.

The reader will also have acquired some feeling of the "tone" of negotiating sessions and the conditions under which agreements are worked out. Mr. Chamberlain has included, for example, a "script" of a bargaining conference. A considerable amount of source material is integrated with the text, thus giving the reader the benefit

of valuable case experience and the views of many thinkers in the field.

This book is recommended because it brings together in one volume an up-to-date and fresh presentation of material which the reader would otherwise have to seek from a variety of sources, and because it contains discussions of quite controversial issues, such as "management prerogatives." Many PERSONNEL JOURNAL readers probably saw Mr. Chamberlain's stimulating analysis, "What is Management's Right to Manage?" in *Fortune*, issue of July 1949.

Management readers get a good view of the major lines of union activity—contract negotiations, strikes, arbitrations—from the business and general press. Relatively little is reported in these sources, however, of the vast, complex, and continually changing activities within unions and among unions. Another new book, therefore, that is helpful in rounding out one's information is *THE HOUSE OF LABOR: Internal Operations of American Unions*, edited by J. B. S. Hardman and Maurice F. Neufeld (Prentice-Hall, New York, 1951. 555 pages. \$7.65). Confined in earlier years to organizing efforts, union activities have expanded in both scope and variety and today are concerned with politics, research, press and radio, education, community and welfare action, health and life insurance, retirement provisions, international activity, and the complex problems of modern union administration.

The work of 45 contributors, most of them personally active in union work, *THE HOUSE OF LABOR* outlines the methods of government and administration being used in unions. It also summarizes much that a greater number of personnel executives should know about union goals and union philosophy. Among the authors are Solomon Barkin, James B. Carey, William Gomberg, Marion Hedges, Joseph D. Keenan, Jack Kroll, M. S. Novik, Victor Reuther, Lawrence Rogin and Mark Starr. Other authors include some university men, specialists in various phases of labor relations, such as Dr. William Leiserson. Professor

C. Wright Mills of Columbia University, writes an interesting piece on the use of the "intellectuals" both by labor and by management. The diversity of subject matter, written by so many persons, presented no small editing problem. It has been admirably handled, and this book will give the management reader, as well as union members, an exciting glimpse of what's going on inside the house of labor.

Also just off the press is the first comprehensive handbook on the problems, methods and techniques of training union officers—*UNION LEADERSHIP TRAINING*, by A. A. Liveright (Harper & Brothers, New York, 1951. 265 pages. \$3.50.) An off-the-record observation frequently heard in management circles is that union leaders are often so well trained for their work, so well armed with facts and figures for the purposes of negotiation and in day-to-day relations with management that their adversaries frequently suffer by comparison. Whether or not this is true, there is no gainsaying the effectiveness of union training, and it behooves management to know something about what that training entails if it is to deal effectively with the results of it. This notable volume was prepared in connection with the five-year study by the Industrial Relations Center of the University of Chicago of the methods of leadership development in both companies and unions. Based on the actual experience of scores of successful union training programs throughout the country, it details various union teaching techniques, such as lectures, discussion, use of audio-visual aids, and role playing. Training projects directed toward typical union activities, such as union administration, collective bargaining negotiation, and shop stewards' duties are illustrated by concrete examples which add to the practical interest of the book. Much of the material, incidentally, will be of interest to management for its own training purposes.

Another valuable publication to come from the University of Chicago's Industrial Relations Center this fall, addressed to a

broadest audience, is *GOALS AND STRATEGY IN COLLECTIVE BARGAINING*, by Frederick H. Harbison and John R. Coleman (Harper & Brothers, New York, 1951. 172 pages. \$2.50.) "Collective bargaining has become an indispensable feature of American capitalism," the authors observe in their preface to this book. "Yet some kinds of collective bargaining are better than others. The relationships between management and organized labor may be good or they may be bad. What, then, are the criteria by which we may judge whether union-management relations are 'constructive' or 'destructive'?" This is the central question of our inquiry."

Based on a study of over a hundred industrial organizations, the book evaluates union-management relations in America today. The authors chart a long-range course that they feel will strengthen modern capitalism, provide an incentive for better management and at the same time benefit the worker as an individual and as a union member. Not everyone will agree with the

authors' recommendations as to how collective bargaining can make a fuller contribution to society, but they are thought-provoking.

Also dealing with the long-term interests of both parties is a volume entitled *INDUSTRIAL PEACE IN OUR TIME*, by Hubert Somervell (The Macmillan Company, New York, 1951. 224 pages. \$2.00.) Opening with an introduction prepared by Elton Mayo shortly before he died, this is a thoughtful analysis of the nature and the causes of industrial harmony. It includes case accounts of successes and failures of labor-management cooperation in the United States, Great Britain and Canada. The author is as much interested in the psychological and social aspects of the problem as with its economic implications and for this reason his views are of particular interest. In the words of Mayo, "There is . . . no doubt that all students of the subject, whether academic or industrial, will need to consider what he says."

Personnel Handbook. Edited by John F. Mee. The Ronald Press, New York, 1951. 1,167 pages. \$10.00

Numerous textbooks on personnel management are published from time to time. Some are new, the majority revised editions of standard volumes; nearly all are written by professors, not all of whom have any experience in personnel management. Without exception, textbooks are geared to the needs of college students rather than personnel men. Their general tone is didactic, they include many pages of historical material, "questions for review," projects for students, and other study material. While providing good orientation to work in this field, they are rarely of much service to the personnel manager.

Nevertheless, these textbooks must be used in our offices for occasional reference because nothing more precisely suitable is at hand. This is the gap that the *PERSONNEL HANDBOOK* will fill.

Competently planned and edited by Professor Mee, the several sections have been written by persons well-versed in problems of personnel administration. Dr. Mee is Chairman of the Department of Management and also Director of the Bureau of Personnel Relations, Indiana University.

Not all the characteristics of the textbook can be avoided. Some of the material in the *PERSONNEL HANDBOOK* may sound too detailed and some too elementary. This treatment will be helpful, though, to the man who has to look into a phase of per-

sonnel, not yet undertaken in his company, to determine how, if at all, it should be applied.

An extensive section on labor relations is included, in addition to the usual personnel subjects, such as selection and placement of employees, including the use of tests and induction procedures, salary and wage administration, training, etc. Particularly good in the section on labor relations is the emphasis placed on the need for research before entering bargaining and arbitration sessions. Unions too often are better prepared than companies in this respect.

Another subject that receives attention in this book is the budget of the personnel department for companies of varying size. This is material which is not usually found in personnel textbooks. What should be the annual salary costs of the personnel department as compared with the company's total payroll? A basis for figuring this "personnel ratio" is given. Of course, the number of persons in the personnel department, and their annual salary cost, cannot be analyzed intelligently apart from the scope of the personnel program. What activities are included in the particular personnel department? The problem of trying to evaluate the

personnel department's effectiveness in accounting terms is not easy. It must sometimes be considered, though, and the *PERSONNEL HANDBOOK* can be useful here.

This book would not supplant a textbook in a course on personnel management, but, shorn as it is of description and "exercises," it is far more useful to the personnel manager.

Charles R. Nickerson, Personnel Manager
Bristol Meyers Co.
Hillside, N. J.

AFTER THE WHISTLE BLOWS. By Jack Petrill. Industrial Recreation Bureau, 1775 Broadway, New York 19, N. Y., 1951. 351 pages. \$10.00.

Based on a nationwide study of industrial recreation programs in various types of companies, this book analyzes the requirements of a good industrial recreation program, its costs and problems of administration, and the benefits which management can expect as a return on its investment. Methods of stimulating and maintaining participation of employees in company-sponsored recreational activities are also discussed.

In Perspective

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

HOW TO PLAN PENSIONS. By Carroll Boyce. New York: McGraw-Hill. 1950.

Reviewed by Arthur Stedry Hansen in *Public Personnel Review*, July 1950.

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Reviewed by Theodore Malm in *Management Review*, August 1950.

Reviewed by Sidney C. Sufrin in *Industrial and Labor Relations Review*, January 1951.

PROBLEMS IN LABOR RELATIONS. By Benjamin M. Selekman, Sylvia K. Selekman and Stephen H. Fuller. New York: McGraw-Hill. 1950.

Reviewed by D. E. McFarland in *Personnel Psychology*, Winter 1950.

Reviewed in *Human Organization*, Fall 1951.

Reviewed in *Monthly Labor Review*, June 1950.

PUBLIC RELATIONS HANDBOOK. Edited by Philip Lesley. New York: Prentice-Hall. 1951.

Reviewed by Leila A. Sussman in *Public Opinion Quarterly*, Fall 1950.

Reviewed by Edward K. Moss in *Management Review*, August 1950.

Other Recent Books

SURVEYS, POLLS & SAMPLES. By Mildred B. Parten. Harper & Brothers, New York, 1951. 624 pages. \$6.00.

A working knowledge of surveys, polls and samples is important to the personnel executive who uses them from time to time in connection with employee attitudes studies, wage surveys, computation of personnel statistics, etc. It is equally important to the even larger group who use the results of statistical surveys in their daily work and so must be able to interpret them accurately. Here is a systematic, step-by-step description of the procedures necessary for successfully using the survey. The author not only describes the methods which can be employed at each stage of the investigation but also discusses their comparative merits for specific purposes.

HERITAGE OF CONFLICT. By Vernon H. Jensen. Cornell University Press, Ithaca, New York, 1951. 495 pages. \$4.75.

This colorful history of labor relations in the nonferrous metals industries is as absorbing as a good novel, and its interest is by no means confined to the particular industry about which the narrative happens to be centered. Rather, it is an analysis of some of the unsolved problems of labor-management relations—problems which are of interest to all personnel and industrial relations practitioners. The author, now a professor at Cornell University, was a Wage Stabilization Director of the War Labor Board during World War II.

EMPLOYEE FEEDING: A Manual of Policies and Operating Procedures. By John W. Stokes. Edmund S. Whitten, Inc., Boston, Mass., 1951. 92 pages. \$3.00.

Here is a practical guide to the management of employee food service facilities, whether operated by the company itself or by outside contractors. The author discusses in detail the means of controlling food quality, service, sanitation, maintenance and costs.

STRIKE STRATEGY. By John Steuben. Gaer Associates, Inc., New York, 1951. 320 pages. \$3.00.

An active unionist discusses the strategy and tactics of the strike situation from the worker's standpoint. Though the author's sympathies are very frankly pro-labor, his case histories describing how workers react to employer and community pressures before and during a strike will be of interest to those concerned with labor relations and with the administration of company policies under conditions of labor-management tension.

PRODUCTIVITY, SUPERVISION AND MORALE IN AN OFFICE SITUATION. Part I. By Daniel Katz, Nathan Maccoby and Nancy C. Morse. Survey Research Center, Institute of Social Research, University of Michigan, Ann Arbor, Mich., 1950. 84 pages. \$2.00.

Reports the findings of a significant research study to determine the causes of productivity of work groups and the sources of satisfactions that group members derive from their participation. A major conclusion is that most of the differences between high- and low-production work groups stem from the differing nature of the supervision of these groups. The significant differences in supervisory attitudes and practices found to exert a direct influence on productivity and morale are discussed.

Across The Editor's Desk

News of the Personnel Associations

A DIRECTORY of local personnel groups appeared in *Personnel*, published by the American Management Association, the issue of July, 1951. This contains the names, addresses and officers of 145 of these associations. Another similar directory, listing names of one hundred associations, appears in the Industrial Relations Yearbook for 1951, published by the Dartnell Press, Chicago 40, Ill. PERSONNEL JOURNAL would be very glad to have news from all of these associations and would also be glad to have notice of elections of new officers.

THE BOSTON CHAMBER OF COMMERCE through its Commercial and Industrial Department sponsored the first Northeast Conference on Humanities in Business. Co-operating in conducting the conference were the Committee on Industrial Relations of the Chamber, and also the Executive Club and the Personnel Manager's Club of Boston. General Chairman of the conference, which was held September 14 and 15 at the Hotel Bradford, Boston, was Thomas M. Hennessey, Director of Public Relations, New England Telephone and Telegraph Company. The opening address, "The Architects Drawing of the Better Business Building", was Ralph M. Binney, President of the Boston Chamber of Commerce. The theme of the Conference was the importance of the individual in business. Prominent speakers in the personnel field contributed from their experience.

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION will hold its regional conference in San Francisco on October 19 and 20, at the Hotel Mark Hopkins. Chairman of the conference will be Ellis H. Wooley, of the Naval Supply Depot, Oakland. New officers of the Association recently elected

include Frank Wickhorst, President, of Kaiser Industries, Oakland. Regular meetings of the Association are held on the second Wednesday of each month. The Association publishes the *CTDA Bulletin*, which is edited by Ray H. Parker, Pacific Telephone and Telegraph Company.

THE HOUSE MAGAZINE INSTITUTE of New York City held its annual meeting at the Hotel Roosevelt, New York, on June 14. There were more than two hundred in attendance. The theme of the meeting was "Industrial Editors in National Defense". The morning was devoted to a series of clinics, designed to help the industrial editor meet the problems peculiar to the national crisis. The session on internal house organs was moderated by Steve Smoke, of Hill and Knowlton, Inc. The session on external house organs was moderated by John E. Davis, editor of *Shell Progress. Stet*, the house magazine for house magazine editors, published monthly by the Champion Paper and Fiber Company of Hamilton, Ohio, contained an extensive summary of the conference in its August issue. *H M Eye*, the monthly publication of the House Magazine Institute, carried, in its summer issue, a detailed summary of the conference. *H M Eye* is edited by Martha Sloan and Stan Whiteway.

CIVIL SERVICE ASSEMBLY is now holding its 1951 conference on Public Personnel Administration at the Statler Hotel in Detroit. The dates are October 8 to 11. This is a particularly ambitious conference. Among other items is an exhibition of training films. I was particularly sorry to have to decline an invitation to speak to the Conference, which came from my friend, Kenneth O.

Warner, Director of the Civil Service Assembly.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES announces the election of Russel J. Cooney as a member of the board of the Association. He will succeed Palmer Wentworth. Mr. Cooney is Personnel Director for the City of Pasadena, and was formerly in the Personnel Department of Lockheed Aircraft Corporation. The excellent monthly publication of the Association, *PIRA-Scope*, carried the foregoing announcement in its August issue. That issue contained ten mimeographed pages plus a "dividend" in the shape of a three-page summary of the address by Dr. Rensis Likert, given at the July PIRA meeting. His topic was "Overcoming Resistance to Change", which was a review of a study of the reasons for the marked resistance to change on the part of operators in a clothing factory. Perhaps the essential of this study was the finding that when employees are consulted about the conditions for a change in their work, they will accept the new task and its production standard and will attain and surpass it. When not consulted, a series of frustrations arises, causing a failure to meet production goals and a substantial tendency to quit. The original of this article appeared in the quarterly magazine, "Human Relations", sponsored by the Center for Group Dynamics at the University of Michigan, Ann Arbor, Michigan.

PIRA-Scope for July contained a two-page leaflet giving the articles and by-laws of the Corporation of the Association, and also its Articles of Incorporation. These might be of interest to other Associations. The editor of *PIRA-Scope* is R. S. Robinson, the Times-Mirror Company, P. O. Box 911, Los Angeles 52. Bob turns out a very nice newsletter, one of the excellent features of which is news of different people and events under the heading, "Off the Editor's Cuff".

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION has issued a number of management reports covering addresses given before the Association at its Spring Conference. One of these is "Sales-eye View of the Personnel Function", by H. M. Nordberg, Vice-President of Pitney-Bowes, Inc. Another is, "Panic—Should Industry Prepare for It?", by Richard T. La Piere, Acting Head, Department of Sociology and Anthropology, Stanford University. This is an interesting review of some of the things that may occur in a panic following the dropping of an atomic bomb. "Panic action is a sort of disease of the collective mind. It is a sort of contagion, because the individuals involved are in a state of psychological shock and must act." The analogy is made to some of the panics that occurred in theater fires. Copies of these addresses may be obtained for one dollar each from the Association at Berkeley 4, Calif. The Association is holding its annual fall meeting, October 16-18, in Berkeley, at which your editor will be a speaker.

THE MERCHANTS AND MANUFACTURERS ASSOCIATION OF LOS ANGELES is holding its annual fall personnel conference at Palm Springs, California, October 22-25. This is one of the most effective conferences held anywhere in the country. It is organized into a series of small groups, each group meeting with the various speakers in succession. Your editor will be leader of one of the Conference groups, on the subject of "The Profile Method of High-Level Job Evaluation".

THE AMERICAN PSYCHOLOGICAL ASSOCIATION held its annual meeting in Chicago on August 31 to September 5. There were a great many interesting and important addresses on topics of interest to business and industry. This is the big annual conference of the psychologists, attended usually by three to four thousand psychologists, representing industry and education. The Division of Industrial and Business

Psychology" held a series of meetings on such subjects as Accident Prevention, Selecting and Evaluating Employees, Leadership, the Older Worker, Job Satisfaction and concluding with the topic "What's Wrong with Industrial Psychologists?" From the latter topic it can be seen that the modern psychologist is willing to analyze himself, quite as much as other people. One of the addresses before the industrial group was on the subject "Investigation On the Use of Tests as a Predictor of Leadership and Group Effectiveness in a Job Evaluation Situation". This is a study of the use of paper and pencil tests: the clinical interview, the thematic apereception test, role-playing, and the sociometric questionnaire, as instruments in the prediction of efficiency of both the chairman and the committee members engaged in evaluating jobs. The speaker is Dr. Milton L. Rock, one of your editor's business associates, assisted by the editor himself. The report shows a greatly increased effectiveness of the committee and

of the chairman through pre-selection by tests and clinical interview. The procedure has important applications in industry wherever leadership is important and where employees work together in groups to accomplish a common aim.

THE MIAMI VALLEY PERSONNEL ASSOCIATION held its Fourth Annual Southwestern Ohio Personnel Conference on May Fourth in Dayton Ohio, headquarters of the association. The theme chosen for the conference was "Manpower Management During Economic Mobilization". Fred G. Hobbs was general chairman of the conference. He is associated with Delco Products Division of General Motors Corporation, Dayton. President of the Association for the Current year is R. A. Will of the National Cash Register Company. Attendance at the conference numbered more than three hundred, coming from all parts of Ohio and Indiana. Copies of the proceedings may be obtained for one dollar per copy from Mr. Hobbs.

With the Colleges

YALE UNIVERSITY, Labor and Management Center, has issued a ten-page pamphlet by Professor Neil W. Chamberlain on the subject "Organized Labor and Management Control". Copies are obtainable at twenty cents each.

UNIVERSITY OF CALIFORNIA, Institute of Industrial Relations, has issued reprint No. 32 "Strike Experience in Five Countries 1927-1947: An Interpretation." This is a reprint from the magazine Industrial And Labor Relations Review for April 1951. The authors are Arthur M. Ross and Donald Irwin. Copies are available from The University at Berkley, California, at 25 cents each.

THE UNIVERSITY OF TEXAS, College of Business Administration, has issued "Job Evaluation In Insurance companies" by

Drs. William R. Spriegel, Dean of the College of Business Administration and Elizabeth Lamhan, Assistant professor of Management. This publication inaugurates a new series to be issued by the Bureau of Business Research. The study covers twenty seven formal Job Evaluation Plans found in a survey of 66 firms. This is a well printed booklet of 77 pages and cover dealing with many aspects of Job Evaluation in the Insurance Companies covered. Copies are available at one dollar from the University at Austin 12, Texas.

PRINCETON UNIVERSITY, Industrial Relations Section, has issued a number of publications. One of these is "The Operation of Sickness Benefit Plans in Collective Bargaining". This is 109 pages well printed with paper cover. Copies may be obtained at \$2.50 each. Another similar

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, 6% Underwood Corporation, 1 Park Avenue, New York City 16, New York.

MARKET RESEARCH & ANALYSIS: Presently employed—experience in both public opinion surveys and employee attitude studies—including questionnaires, coding, tabulating, IBM, analysis and interpretation. Trained in report writing and presentation of survey results. Age 29, married, BS in Commerce with emphasis on market research and analysis; no reserve status. Detailed resume on request. Reply Box 143.

PERSONNEL: 26 year old married man. B.A. & M.A. All work except dissertation toward Ph.D. Three year college teaching experience coupled with student counseling. One year prison administration. Seek employment in Columbus, Cincinnati or vicinity. Reply Box 137.

PERSONNEL AND INDUSTRIAL RELATIONS: B.A. in Economics June 1949. Presently doing graduate work in labor and personnel at University of Chicago. Vet. Age 31, Married, 1 child. Prefer Ohio, Penna., West Va., New York or Maryland. Personal data on request. Reply Box 138.

MANAGEMENT EXECUTIVE AVAILABLE: Heavy experience in personnel and industrial relations, including contract negotiations with national unions, grievance handling, employment, job evaluation, employee benefits; also accounting and office management. Available as labor-human relations executive or as staff assistant to top management executive. Christian, white, 50, healthy, vigorous, young ideas. Salary open, security and future prospects factors. Willing to relocate, to travel. For resume write on letterhead to Box 141.

EMPLOYEE RELATIONS: \$25,000-a-year man qualified by Quarter Century of experience now available to take complete charge of employee relations for multi-plant or single-plant operation headquartered in Mid-West. Reply Box 144.

PERSONNEL ASSISTANT: BBA in Personnel Administration. Desire a position in the personnel field. Willing to start at the beginning. Age 24, Single, Veteran. Will relocate. Complete resume on request. Reply Box 147.

Continued on page 135

HELP WANTED

PERSONNEL SUPERVISOR: Wanted for Southern Pulp and Paper Mill. Over a thousand Employees. Must have required academic background and experience in several phases of general personnel and labor relations. Will also have supervision of insurance and safety. Excellent climatic location and opportunity. In replying state complete history and salary required. Reply Box 136.

ASSISTANT PERSONNEL MANAGER: Wanted for Indiana Food Company. Multi-plant operation. Must have required academic background and experience in several phases of general personnel and labor relations. Excellent opportunity with old established company. In replying complete history and salary required. Reply Box 146.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 6

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D. M. DRAIN, *Circulation Manager*

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Conference Calendar

NOVEMBER

- 12-13 Book Cadillac Hotel, Detroit, Mich.
Council of Profit Sharing Industries, Fall Meeting
Headquarters 1st National Tower, Akron 8, Ohio
- 14-16 Chicago, Blackstone Hotel
National Metal Trades Association. Annual Convention
Headquarters 122 S. Michigan Ave., Chicago 3, Ill.
- 28 Chicago, Stevens Hotel
National Industrial Conference Board. General Session. 247 Park Ave., New York 17, N. Y.

JANUARY

- 18 Cleveland, Ohio, Hotel Carter
The Cleveland Chamber of Commerce. 11th Northern Ohio Personnel and Executive Conference. Wm. G. Donaldson, Executive Secretary, 400 Union Commerce Bldg., Cleveland 14, Ohio

Editor to Reader:-

A PLEASANT LETTER has just arrived from F. G. Grettan, Personnel Officer, Ministry of Works, Wellington, New Zealand. Mr. Grettan says "I thought you might be interested to see that even in far away New Zealand we find your articles sufficiently appropriate to our own problems to reprint them occasionally in our little staff magazine. I am enclosing a copy of the *Staff Training Notebook* in which appears a reprint of an article taken from one of your recent issues." The article in question is "Show Your Appreciation" by Pauline G. Stitt which appeared in *Personnel Journal*, October 1950. The *Staff Training Notebook* is mimeographed in ten pages and contains a variety of interesting and useful items including one on a short-cut method of calculating percentages in pounds, shillings and pence!

THE ANNUAL INDUSTRIAL RELATIONS ACHIEVEMENT AWARD of the National Metal Trades Association goes this year to Hugh L. Bills, Vice President, Industrial Relations, of Acme Steel Company, Chicago. This award recognizes the American citizen whose contribution in the field of Industrial Relations are considered most important. The Award Committee announced its selection of Mr. Bills for the following achievements: "For contributions to the fields of merit rating and sound specialist training, for ably interpreting industry to the public and its representatives, for unfailing support and guidance to efforts raising the standards of industrial relations personnel, and for conspicuous success in promoting better labor and human relations." Mr. Bills has been Director of Industrial Relations for Acme Steel since 1937 and is past president of the Industrial Relations Association of Chicago.

THE E. I. DUPONT DE NEMOURS CO., INC. Wilmington, Delaware, announces the creation of an Organization Planning Division within the duPont Employee Relations Department. The head of the new Division is W. Laird Stabler, who has been manager of the Personnel and Industrial Relations Division of the Rayon Department of duPont for six years. E. F. duPont, Director of the Employee Relations Department, said that the new Organization Planning Division will be a single co-ordinating agency whose chief function will be to study the development of personnel. Mr. Stabler has been with duPont for 25 years. His successor as head of Personnel and Industrial Relations Division of the Rayon Department is William R. Creadick.

PERSONNEL JOURNAL likes to have the feminine point of view in personnel well represented in its columns. Over the past few years there have been many women authors and some of these articles have been widely copied. In the September issue the ladies really took over. Three of the six authors were women engaged in personnel work. However, they are there because their work has merit and not because of any editorial chivalry.

THE INTERNATIONAL COMMITTEE FOR SCIENTIFIC MANAGEMENT held its meeting this year in Brussels, Belgium, July 5th to 11th. This was the Ninth International Management Conference and was supported by the National Management Council of the U.S.A. I have seen a number of reports made by seasoned management experts representing America at the Conference. They all agree that Europe is 'way behind America in management matters. This is not only true as to specific methods such

as job evaluation but is even more true in the matter of attitudes. The European manager's attitude toward labor and the problems of labor is particularly out of step with America. The European manager does not hold to the American ideal of higher wages—greater production—larger volume—greater profit. His attitude toward the employee is still that of the old fashioned idea in the time when labor was considered a commodity, like raw materials. Europe has great need of modern personnel attitudes and practices.

EVERYTIME I LOOK at the CIO News published weekly at CIO headquarters in Washington, I get annoyed. Page one is covered with a photograph of two small children entering a school building. Underneath is the caption in large letters "*Their Future at Stake*". "Millions of children like these have gone or will shortly go to school. Many schools are antiquated and overcrowded, and many textbooks are old and out of date. Thousands of teachers are underpaid. These conditions endanger your children's future." By this time I am bleeding at every pore but the clincher is yet to come. Here it is: "Federal Aid to education is urgently needed." It is true that some states can afford to do better than others—at least if you are talking about cash dollars. This statement is not so true when variances in real costs are considered. For example, the small town inhabitant in a rural area is far better off on \$2000. a year than his counterpart in a large industrial city. But where is all this money coming from? Well, obviously it is coming from you and me. But the planners want to spend it through Federal Government where powerful controls are available, rather than through our own local communities where we can watch what is being done with our money and where we know many of the people who are spending it. While I fear the continuing encroachment on local affairs to increase centralized power in Washington, yet I cannot quite go along with those who

would have no Federal help for schools. I am afraid they are harking back to the "good old days." Nowadays, we are simply going to have to do something about national problems and that means we shall have to do it on a national scale. However, there is certainly some commonsense place to draw the line and that is something that each of us will have to strive to help find. One way we can do that is to keep in touch with legislation and the behavior of Congress and our State Legislature. Don't hesitate to write a letter to your representative when you think he should do something or not do something that concerns your welfare.

FRONTIERS OF PERSONNEL ADMINISTRATION is the title of a handsomely printed book published by the Department of Industrial Engineering, Columbia University, New York. This is a report and summary of the work of the 1951 Conference on Industrial Personnel, sponsored by the department at Columbia University. The meeting was held in New York in March of this year. It was a small Conference but with an extraordinarily strong group of speakers and group leaders. Among the topics covered, five were of greater importance than the others.

1. The first of these dealt with *the development of personnel policies*. In the discussion there was participation by supervisors and by foremen from industry. "It was hoped to develop an understanding on the part of supervisors of what personnel executives are attempting to do and why; it was hoped also that the personnel executives would be reminded of how line personnel feel and think." Industry does not pay enough attention to methods of developing personnel policy. General Foods Corporation is an excellent example of the ideal way of handling personnel policy. There is wide participation in this Company in the development of personnel policy. The results are codified and printed and issued to all levels of management and supervision. From time to time discussions are held with

a view to revision and modernization of policies. Thus, by participation, all levels of management and supervision achieve understanding, as well as have the opportunity of participating in the development and improvement of personnel policies.

2. *The member-centered conference* is something new in conference management. Dr. Chris Argyris and Dr. Graham C. Taylor led a series of discussions on this topic. In this kind of conference the leaders try to establish a feeling that the members themselves are the most important people and that what they want to discuss is what the group should devote itself to. The leader's only function is to keep things moving. One of the topics that the personnel group brought to the surface was "having trouble with line supervisors who find it difficult to adjust to new personnel policies." The line supervisors on their part, when given a chance to reply, decided that "the line supervisors are of the opinion that personnel policies are ill defined and unclear." The complete report of the conference gives excerpts from some of these recorded group discussions.

An important thing that came out of the analysis of all the discussion and the questionnaires which were used was the problem of the status of the personnel executive. "Time and again, references were noted where the personnel executive saw himself as being in an ill-defined, insecure position. He seemed to feel that top management wasn't backing him up in the same way it backs up the line or financial departments.

3. *Executive development* came in for a good deal of discussion. Jackson Martendell, President of the American Institute of Management, made an address in the course of which he submitted a checklist of 27 factors on which top management can rate itself regarding its personnel policies. Peter Drucker, another speaker, wants an independent audit of the executive personnel policies and management organization, in the same way the Company now audits its books.

4. *Communications* was the subject of two sessions of the Conference. There is increasing recognition of the importance to management of getting along not only with its employees but with its customers and the general public. Communications is a complicated problem. Many will have read the excellent article by Hiram S. Hall, Vice President, Bigelow-Sanford Company in the July-August Personnel Journal, entitled *Communicating With Our Employees*.

5. One of the interesting subjects of the Conference was a discussion on *Worker participation in production problems*. This was led by Dr. George P. Schultz, Assistant Professor of Industrial Relations, Massachusetts Institute of Technology. He gave a discussion of background and experience with the very successful "Scanlon Plan". Mr. Joseph Scanlon was present to supplement Dr. Schultz's talk. Dr. Schultz opened with a question "What does participation mean?" and emphasized that "Management must be willing to discuss the real problems of the business, not just the minor details of car pools and company picnics."

Frontiers of Personnel Administration is a handsomely printed cloth-bound book of 150 pages and the text is arranged in an exceptionally attractive manner so as to enable the reader to get easily at the material in which he is most interested. Only a limited number of copies were printed but those which are available may be had at \$12.50 each from William W. Waite, Associate Professor of Industrial Engineering, Columbia University, New York 27, N. Y.

THE DEVELOPMENT OF MANAGEMENT is probably the most important personnel topic of the years immediately ahead. For a long time now the personnel man has been expected to deal with problems of the manual worker and the office clerk but has been required to keep his hands off the executive and the administrator. A few outstanding personnel leaders have managed to bring to top management a realization that they too are a part of the organization and

that they, like the lowest members, have much to learn in the proper performance of their jobs. The amount of literature on management development is beginning to be impressive. The National Industrial Conference Board, The American Management Association and other organizations like them have devoted an increasing amount of their time to this subject. Personnel Series No. 137, issued by the American Management Association under the title "Practical Methods of Management Development," contains two important addresses. One, "Planned Executive Development: The Experience of Sears, Roebuck and Company," is by James C. Worthy of the Personnel Department of that Company. The other is "The Use of Tests in the Selection of Supervisors" by Herbert H. Meyer and G. M. Worbis. The former is on the staff of The Psychological Corporation and the latter is a member of the personnel staff of the Detroit-Edison Company. Here are two companies that have done much in the field of supervisory and executive development and selection. New York University recently announced a series of new courses, one of them, "Middle Management-Executive Development Program" which is designed for executives in the middle group. It is being offered this Fall at the New York University, Division of General Education, as announced by Dean Paul A. McGhee. He says, "Middle level executives do not have sufficient time to attend the numerous courses essential to their full effectiveness. Yet they have been expected to have a thorough grasp of management tools." The School of Business at Indiana University has just issued a well-printed pamphlet "Principles of Industrial Administration" by H. Frederick Willkie. Among the things which he said in his address were "This unshakeable belief in the infallibility of executive expertism is difficult to understand in an era when industry is supposed to be motivated by scientific principles and guided by scientific research." This "unshakeable belief" of the executive in his own wisdom is

one of the things we most frequently meet in industry. Dr. Willkie doesn't think much of it. This is Indiana Business Report No. 15 from Indiana University of Bloomington, Indiana. "Personnel" published by American Management Association, contained an article in the March 1951 issue, "Counseling Executives after Merit Rating or Evaluation: A Project in Executive Development." This was by Earl G. Planty and C. E. Efferson. The former is Executive Counselor at Johnson & Johnson, New Brunswick, N. J. The latter is Staff Training Director, Chicopee Manufacturing Corporation, New Brunswick. This is one of the most practical statements that has come to my attention. It gives many detailed and very practical suggestions for ways in which the executive can sit down and talk frankly with his subordinate executives about their performance, their strengths and their weaknesses.

Harvard Business Review for September has an article "Executive Training By the Case Method" by Kenneth R. Andrews. Here he describes the programs conducted by Cargill, Inc., and by the American National Red Cross. In one of these situations cases were drawn from those used at Harvard Business School. In the other situation cases were provided by the organization itself.

All this attention to management training and development is heartening, because if there is anything that is quite clear to those of us who spend most of their time appraising management, it is that members of middle and top management are no more perfect in their jobs than are the employees at any other level in an organization. Consequently executive training and development is highly appropriate. Indeed, it is important—one of the most important of all training areas, because of the critical position in which management individuals are placed. It is more important that they be super-effective than in any other level of management.

I have recently watched an interesting

development whose purpose is to identify the best leaders from a group of candidates and then to develop methods of quantitatively and objectively measuring their leadership capability. In other words the first step is to predict who will be the best leaders and the second step is to measure all candidates to see who actually does the best leadership job. This, of course, proves whether your predictions were good or not. This work was done by one of my business associates, Dr. Milton L. Rock, an Industrial Clinical Psychologist. For a long time his work has involved the analysis of executives and supervisors and counseling them in the performance of their work; helping management to assign them for most effective functioning.

This particular situation had to do with job evaluation. It has been my custom for a long time to train a committee in evaluating the jobs in their own company. This had a number of advantages, including giving prestige to the project, taking advantage of the special knowledge of the company's jobs possessed by these people, and providing representation on the committee for each department of the company. In the course of this work it has become evident over the years that some men make better committee members than others. More important, the chairman of the committee is the person who has more effect on the quantity and quality of the work done by the committee than any other individual. Therefore, it is very important that an effective committee chairman be selected. During the past 13 years a great many efforts have been made to improve the quality of committee members and in particular to improve the quality of committee chairman. One way to do this has been to rotate the chairmanship among all members and see which one does the best job. Then he can be left as permanent chairman.

Dr. Rock's task was to interview candidates for committee membership and, by the use of the clinical interview and

several tests, make a prediction as to who would be an effective committee member and of those which would be the better chairman.

The method adopted for measure of performance of the committees is one which was described recently by Dr. Robert F. Bales, Assistant Professor of Sociology in the Laboratory of Social Relations Harvard University. He has written a book quite recently called "Interaction Process Analysis: A Method For The Study Of Small Groups."

Under this method there is a tally sheet on which is recorded the kind of discussion carried on by each member of the group. No record is kept of the time given to each portion of the discussion, nor to its outcome. Simply, a record is made that: Smith asked for suggestions, Brown disagreed, Jones released the tension of the group by making a joke. Bales developed twelve categories for different kinds of behavior. Three of these he called "social-emotional: positive" and three opposite ones were "social-emotional: negative". In between were a number of categories which he described as the "task area". An example of social-emotional positive is making jokes to release tension, agreeing passively with other members of the committee, or saying something to give help or raise the feeling of status of some member of the group. Examples of social-emotional: negative were disagreement, showing tension and asking for help, or withdrawing from the discussion. Categories in the task area were those where information or opinion was requested and, more constructive, where an opinion was expressed or where suggestions were made.

The effective leader tended to function mostly in this last area, whereas the non-leader, even though not emotional in his behavior, functioned mainly in the neutral task area, where he was asking for information or opinion.

In a recent situation, Dr. Rock was asked to appraise candidates for a job anal-

ysis committee. This he did and predicted that two of them would show leadership qualities which would be superior to those exhibited by the remaining members of the group. Over a period of several months the committee met each week in evaluating jobs by the factor comparison method. There were seven members of the committee, and they completed the evaluation, on an average, of about 35 jobs per meeting. The interaction analysis record showed that the two for whom leadership was predicted were more successful in achieving high production from the committee than were the other members. The difference was about two to one. The result of the interaction tally is placed on the chart and shows up as a profile. The average of the five non-leaders, when acting as leaders, showed one profile, and the average of the two predicted to be good leaders—when acting as leaders—showed a different profile. This difference in profile would suggest that the committee would reach agreements more readily and more promptly than when the non-leaders were acting as leaders. This in fact proved to be the case, as has already been stated.

It was interesting to see how the profile of the non-leader differed when he was a member and when he was a leader. As a member he tended to be constructive in his participation, but as a leader he abdicated his leadership opportunity and allowed the remaining members of the committee to take direction into their hands. This was not the case, however, when the two effective leaders were acting as leaders. They tended to take the initiative in constructive comment and helped to direct the committee towards agreement.

This interesting study, which may be called an experiment in predicting leadership, as well as an experiment in the measurement of leadership may be read in more detail in the December issue of the *Journal of Applied Psychology*, where Dr. Rock's article, accompanied by charts, will appear under the title, "Investigation of the Use of Tests as a Predictor of Leadership and Group Effectiveness in a Job Evaluation Situation."

Ned Hay

The problems of the older worker have begun to loom big in every organization. One of these, often most distressing, is that of the worker who must retire soon. Often he is well, happy and still doing a good day's work. It is hard for him to understand why he must give up his career just because the calendar says so. Esso Standard Oil Company has developed a program for helping employees prepare themselves for this critical event. A description of the program is reproduced here with the permission of the company.

Preparation for Retirement

BY ESSO STANDARD OIL COMPANY

WE ARE undergoing one of the most important changes society has experienced in centuries—we are becoming a society of elders. Advances in medical science have resulted in our living longer than ever before. In ancient Rome, life expectancy was 23 years. A century ago, a New Englander over forty was living on borrowed time. In 1900 a person forty-eight years of age should have made his will.

Today, primarily because of spectacular medical progress, the life expectancy of females at birth is approximately seventy, and of males a little less than 65. This increased age has already altered distribution of our national population by age groups and will continue to do so over the next few decades. As an example, at present 10½ million people are age 65 or over. By 1960, 14 million people will be 65 or over. More than 75% of the total expected population increase in the next decade is accounted for by the increase in the "over 65" group.

These facts become significant when you add to them the fact that of the people over 65 today more than 70% are living on investments, savings, old age payments, pensions, charity or relations. All of these are consumers of national production rather than producers.

THE NATIONAL PROBLEM

This means that a large percentage of the 3½ million additional people who will have been added to the "over 65" group by 1960 will be non-productive members of society. This addition to the non-productive group is almost three times greater than the number that will be added during the same period to the preferred employ-

ment age group (20-44). All told, by 1960 there will be 35 million people who have passed the 45 year mark.

Basically, the problems presented by our increasingly older population fall into two categories—economic and sociological. From a national perspective both aspects are far reaching. They indicate that it is becoming necessary for a decreasing number of producers to support an ever-increasing number of consumers. The economic implications of this are tremendous! On one day a man is productive to the country, profitable to his employer and useful to himself. The day after retirement he often loses all three values. These losses, occurring more frequently every year, can become an insupportable drain on the country's economy.

Moving on to the sociological aspects of this situation, all of the working population over 65, and to a lesser degree those who have passed the 45 year mark, are conscious of the idea of compulsory retirement. They are aware of the difficulty in obtaining employment and are doubly concerned about their uncertain future.

If a sizable portion of this group were to band together, as is now the case in California, the weight of their combined support would be the most powerful political force the country has ever known. With the elderly individual the issue is clear cut and personal. In addition the younger members in the elder worker's family might be inclined to follow along if they thought they could be relieved of the financial responsibility of supporting the elder.

There is another possibility inherent in this problem, however, conservatism and age are companions. Thus it is possible that the peak of political support for radical changes in our government's economic system has been reached. Preservation of property rights and individual security are of more personal importance to the elder citizen than experimental radicalism. If industry can convince the aging industrial population that it is doing something concrete about their uncertain future, socialistic remedies might well wither for lack of support.

INDUSTRY'S PROBLEM

This situation also holds the possibility of unfavorable repercussions for industry. Consider the community aspects. If a man is retired from business and goes into the community feeling that he is no longer useful to himself, to industry or to anyone else, his degeneration tends to be rapid. The community suffers in direct proportion to the degree to which he has become a burden. A defeated, apathetic attitude on the part of retired individuals soon permeates the community and it isn't very long before members of the community point to the company from which Jones was retired with such statements as, "They certainly killed poor Jones retiring him like that." The cumulative adverse effect of such reaction is obvious.

The lump sum cost of supporting our non-productive retirees must come out of national production—in other words, out of industry's income. Therefore, the really vital stake in the national problem—"what to do about the elder worker"—is industry's. The treatment will have to be vigorous and aggressive.

Economically it is an inescapable fact that old age carries with it loss of physical

efficiency. Furthermore, it is recognized that every business must acquire and encourage "new blood," and provide for the steady progression and advance of younger people in the organization. Thus we have the widespread policy of compulsory retirement.

It has been recognized that in retiring a worker, some provision must be made for financial security after he has been retired. As a result we have Social Security and the various industrial pension plans growing in prominence every year. No such attention has been given to the sociological problems created by retirement. Instead there has been tacit acceptance by industry (and by the worker) of the theory that a person's usefulness ends with retirement. Actually old age is not necessarily senility, and retirement from business is not retirement from society. Continued activity on the part of every individual who is able is vital to the health of the individual and the welfare of the community and its industries.

There is much experience to support the feeling that this picture of the problem is not overdrawn. The situation of the retired worker going downhill in physical and mental health is a common one. The plight of many of these people who have not made effective or well-thought-out plans for their retirement has too often become the concern of immediate families and social service organizations.

WHAT IS THE SOLUTION?

Industry has accepted its share of the responsibility for finding the economic solution to this problem by providing retirement income for employees that is in most cases based on the productivity of the person's working career. Our government's Social Security program has the same basis. This type of retirement income, in the form of an earned annuity, is an approach toward the problem that recognizes the dignity and independence of the individual. It is not a handout.

In the sociological field, the same type of approach is needed in stimulating and helping retired employees to seek a retirement that will be active, fruitful and constructive, one that will combat frustration. Here again, industry must not be guilty of paternalism, the sociological equivalent of a handout. Rather it should strive to give real help and counsel to the individual in thinking through his problem. By such action, industry can contribute to the solution of the national and community problems in addition to deriving obvious direct benefits.

ESSO'S APPROACH

As a company with characteristically long service employees, Esso has a major problem in this field, and has long been active in looking with interest on the welfare of its retired employees. It was a pioneer in industrial annuity progress, and has for many years extended its survivor benefit and group insurance programs to include retired personnel. Its employee relations policies are centered around the dignity of the individual. It feels that retirement is something earned by faithful service, a form of "graduation" into a new phase of life rather than a "casting out" process. Retirement should be the opportunity for the employee to enjoy the fruits of his

labors in freedom, leisure and relaxation as well as an opportunity to serve himself, his family and his community in ways not open to him during his working career.

In seeking to help its employees approach retirement in this way, Esso feels that individual counselling and help are basic prerequisites. But individuals will not always seek that guidance, particularly those who most need it, and there is apt to be resentment if such assistance is forced upon them. Thus Esso developed the discussion method, where a group of employees approaching retirement are offered the opportunity to get together and explore some of the problems and requirements of a successful retirement. It is the company's hope that out of these group meetings will come an understanding of retirement on the part of its older employees and a realization of its opportunities. Esso also hopes that this may help in a solution of the personal, community and national problems mentioned above.

THE PROGRAM "PREPARATION FOR RETIREMENT"

The group discussion program consists of a series of five meetings lasting about one hour each and presented at intervals of about four days. It is offered to small groups (10 to 15) of people whose retirement is about one year off. The program has three principal objectives:

- (1) to give each prospective annuitant a picture of the problems he is apt to face when he retires and,
- (2) to stimulate organized thinking toward suitable post-retirement interests and activities and,
- (3) to generate some action on plans before actual retirement.

These seem to be the chief stumbling blocks that have caused difficulty for people in retirement; if they can be removed, the psychological shock of retirement should be negligible and the annuitant should lead a happier and more useful life.

The five meetings could be thumbnailed as follows:

First Meeting—What is Retirement?

Introduction to the background, principles and aims of the program.

A general discussion of the characteristics of older age as related to basic human needs.

Discussion of the nature of retirement and the development of a healthy philosophy toward it.

A start toward thinking through individual retirement problems.

Second Meeting—Retirement and Your Health

(presented by a physician or related specialist)

Discussion of the medical aspects of retirement.

Discussion of physical conditions that may be expected and a pattern of living for the older person.

Third Meeting—Planning for Retirement

Emphasis on importance of planning in building a successful retirement.
Important considerations in making plans.
Discussion of social legislation and company retirement policy.
Exposure to the wide range of choice of activities, and suggestions to help in making choices. This includes coverage of the social aspects, equipment, expense, advantages and disadvantages inherent in various activities.

Fourth Meeting—What Others Have Done

A digest of recent retirement case histories, mainly from within our own organization, to lend familiarity to persons, circumstances and environment.
Highlighting through cases the common pitfalls, as well as tips on sound and proven approaches.

Fifth Meeting—Round-table of Plans

Review of previous meetings.
Brief sketch by each member of group of his own general plans for retirement activities, in light of previous meetings.
Offer of assistance in the form of personal counselling by medical and employee relations departments.

The group meetings outlined above are handled in an atmosphere of informality and free discussion. They are held on company time, but attendance is entirely voluntary. Every effort is made to get members of the group to react in the same fashion that they would in the company of a group of close friends. Although much information is presented by leaders, who are for the most part members of the Employee Relations staff, their talks are not in the nature of speeches. Emphasis is away from the idea that this is a "class," or that it is a training program.

Several types of materials are used to add interest and emphasis to the content of the program. A series of charts and other graphic aids has been developed to highlight main points. Each participant is given a notebook and a number of printed items to be inserted in it. They include articles on retirement, references on pertinent legislation and company procedures, checklists and similar tools, and reproductions of the charts. A copy of "How to Retire and Enjoy It" by Ray Giles (McGraw-Hill) is given to each person at the final session with a personal greeting inscribed on its flyleaf by the plant superintendent.

Complete leaders' outlines have been prepared to describe the program in detail and aid speakers in handling their meetings effectively. These outlines have been combined with other course materials to make a complete manual.

PRELIMINARY RESULTS

After a period of thorough research and development, this program has been tried out, first on a carefully selected pilot group, and then on several groups of actual pre-retirement employees. All of these groups gave warm and unanimous support to the need for such a program. They expressed the feeling that they had gained from the opportunity to sit down and think in an organized, concentrated way about their retirement problem. Here are some direct quotations from members of the test group:

"I expect to find some excellent suggestions in the materials you have given us. . . ."

" . . . a more definite and concrete picture of the steps ahead of us."

"The discussions have been very helpful to me."

" . . . shows a good attitude (on the company's part)."

Attendance, which was voluntary, held up throughout the five sessions. Participation in the discussions, somewhat limited in the first couple of meetings, became more lively and better spread among the groups toward the end of the program. It will remain for a substantial number of people who have had this program to get into retirement before a definitive idea of its practical value can be obtained.

PLANS FOR FOLLOW-UP

A record is kept of each participant's expressed plans. It is proposed to follow up with a personal interview six months after completion of the meetings, and by a mailed questionnaire six months or one year after retirement. In this manner it is hoped that an evaluation can be made of the success of the program.

Opportunities for the training man are to be found everywhere. A good place to look for them is at points where profits are directly affected. The author shows how useful a training program can be in the shop, in spreading a thorough knowledge of the principles and methods of motion economy and time study.

Training for Greater Shop Efficiency

By HENRY A. FORD, Assistant to the Personnel Director,
Utica Drop Forge and Tool Corporation.

A FOREMAN is given a new job to set up. He sets it up to the best of his knowledge, and operations begin. When the operator has progressed sufficiently through the training period, a time study man is called in to set a rate on the job. The time study man looks the situation over and applies a few simple rules of motion study. Presto!! The operation is now being performed in three fourths of the original time!

If the operator is paid at \$1.00 per hour, forty hours per week, for this particular operation, by simple arithmetic we can see that motion economy could have saved the company \$40.00 for the month of training. And in a company which does not employ methods engineers or time study men, the old method of doing the operation would, no doubt, still be in effect. However, had the foreman been thoroughly trained in the principles of time and motion study he could have set up the job in the correct manner himself.

The importance of cutting labor costs cannot be overemphasized in competitive industry today. The company with the most efficient methods of performing the operations on the product is going to be able to turn out that product cheaper than anyone else. That company will have instilled into the minds of their supervisors the tried and true formula, "There Is A Better Way!" And those better ways are going to be evident if a training course in time and motion study is inaugurated.

What will a training course in motion economy accomplish for your company? Primarily, it will make your staff *cost conscious*. Examine your methods and you will find you're still doing some jobs in the same manner you were doing them half a century ago, when there are improved methods which could be used if only *some one would recognize them*. Certainly these improved methods are going to remain in the

dark, unless your staff is trained to recognize them. Training your staff to think in terms of cutting costs through motion economy is going to uncover these antiquated and expensive operations for you.

A training course in time and motion study would also relieve old-standing tensions between your time study men and your superintendents, foremen and supervisors. In many cases there is great friction among these men which could be eliminated if the problem of time study were understood by all. With this friction relieved a twofold result could be expected, since the foreman who understands the job of the time study man can also instill more confidence in his employees. This will further aid the work of the time study man and take away the attitude held by so many employees today that the time study man is the scourge of the industry.

Personnel managers will be greatly benefited by such a course. In most industries today, union disputes over rates and standards constitute the major part of the personnel manager's job. A good working knowledge of the methods used in setting these rates and the ability to understand the time study itself will enable him to be on firmer ground in union discussions. There is no reason for time studies to be such a mystery. The principles and mathematics involved are simple. Both management and union would benefit by having a personnel manager who understands all the phases of this part of industry which is the cause of so many grievances.

Management will be concerned with the cost of such a training program. It should not be expensive. It is easy to administer. A twelve-hour course with a good instructor will give all attending an excellent knowledge of the principles. A time study man from the company itself could be the instructor. If there is none available, or if it is felt that an unbiased person should instruct, a time study man acquainted with the particular type of industry could be secured.

A schedule of lectures, subject to change according to the particular industry, should be arranged as follows:

1st hour—Explanation of course, need for cutting costs in waste and material. Reasons for time and motion study and background. "There is Always A Better Way" theme.

2nd hour—Explanation of Rates and Standards in use, relations of rates and standards to costs, the figuring of labor costs from standards.

3rd hour—Explanation of stop watch, stop watch reading, practice timing of motions with watch.

4th hour—Practice stop watch reading.

5th and 6th hours—Analyzing time study sheet, figuring mock studies to arrive at standards, explanation of grading or leveling.

7th and 8th hours—Set-up and time "mock" operations, and figure time studies to obtain standards.

9th, 10th and 11th hours—Improving mock operations or actual operations from the industry.

12th hour—Summary and discussion.

Many large companies at the present time are emphasizing time and motion study in their training of junior engineers. One large textile company has gone to the extent of sending their young salesmen into the time study department for training. They feel that here the trainee can get a better overall knowledge of the manufacturing end than in any other department. No other department is so well acquainted with all phases of the processes involved in manufacturing as is the standards department. Little by little management is beginning to realize that cost-consciousness is essential to greater profits.

You need a "Junior Gilbreth" in every department in your plant. You need men who understand motion economy, men who recognize the inadequacy of antiquated methods of manufacturing. You need men who can cut labor costs to a minimum by setting up operations the most efficient way possible. In short, you need a good training program in time and motion study. Why not start one today and save that money you were going to waste tomorrow?

About The Authors

Henry A. Ford had an article in the April Personnel Journal. His first interest in personnel work began when he was Desk Secretary at the Utica Y. M. C. A. He spent over four years in the Army Air Corps. After getting out of the Army he worked as Personnel Manager of an industrial concern. At the same time he was working for his degree in industrial management at the Utica College of Syracuse University by attending the Evening Division. Now a time study engineer, he is still a personnel man at heart.

It is always interesting to know how people "get that way". This is the story of how one individual's career developed, until he reached his present position in an important branch of personnel administration.

Personalities—Robert H. Hoge

BOB HOGE is *Salary Structure Coordinator* of Owens-Illinois Glass Company, Toledo, Ohio, a company with plants in a number of locations across the country. Over 25,000 people make up this giant of the glass industry.

The importance of industrial salary management in the lives of all who work is plain. It has come to be one of the more important aspects of personnel administration. The qualities which are necessary for success in this work seem to be a combination of a sense of the importance of the individual employee and a liking for figures. With this in mind, let us see how one man found his way into such a job.

Bob was born in Pembroke, Virginia, where he attended grammar and high school. In his studies he leaned slightly toward mathematics. In the sports field, he concentrated on swimming, tennis and track. In the fall of 1920, he entered the University of Illinois. He began his course of study with the thought that scientific research would be interesting and as a result spent three years in Engineering.

On the campus of the University, Bob was known for his leadership in political affairs and was local president of the Student Inter-Fraternity Council. This activity led to his election as the first president of the National Student Inter-Fraternity Council during its organizational meeting in New York City in 1923. He also had a reputation as sleight-of-hand artist with cards. The story of how he developed skill in card manipulation is interesting.

A visiting magician, after mystifying his audience, offered to sell the secret of his tricks for five dollars. Bob formed a holding company with four fellow students who, at one dollar per head, agreed to commission him to buy the information. The solutions of the tricks were so simple and obvious that he took a terrific kidding about the whole episode, so he made up his mind to master the art of legerdermain. He went to the library and began reading up on the techniques of such masters as Blackstone, Houdini, Livingston and Thurston.

After hundreds of hours of practice in front of a mirror, he developed a repertoire that defied the scrutiny of observers. That was the beginning of a hobby that has lasted up to the present time. While he has never performed professionally, he has entertained discriminating audiences all over the country and on shipboard. Robert Ellis, a one-time Blackstone student who is currently on professional tour,

was a protege of his. (One of our earlier "personalities", Clifford Jurgensen, of the Minneapolis Gas Company, was also an expert magician.)

By the end of his junior year, Hoge had begun to shift his attention to industry and decided to finish in the College of Liberal Arts with a major in mathematics. Upon graduation from the University of Illinois in 1924, he was employed by Western Electric Corporation and began training at their Hawthorne plant in Chicago. After eleven months, he decided that he wanted more of the personal contact to be found in sales or personnel work.

In January of 1926, he became manager of the Radio Department of the Van Zant Supply Company, wholesalers in Huntington, West Virginia. In December of the following year, he was offered, and accepted, the position of Executive Secretary of Theta Chi, the national college fraternity with which he was affiliated at Illinois. The headquarters of the fraternity were in New York City and his official duties took him all over the country with nine trips to the West Coast during a span of six years. "On one occasion," Mr. Hoge relates, "while talking to a conductor of the Denver, Rio Grande and Western Railroad, I discovered that I traveled more miles per year than he did." Mr. Hoge has visited all 48 states and their capitals. He reached the 48th last summer when he made a trip to Oklahoma City, Oklahoma.

It was during one of his trips for Theta Chi to the southern part of the United States that an incident occurred which rivals any of today's radio "thrillers." He was cleverly eased into one of those "friendly" poker games by two card sharks. By the time he realized that he was between two plotters who intended no good, it was too late to back out gracefully. It wasn't long before the fall of the cards indicated that they were from a stacked deck. Calling upon his skill at cutting the cards (unnoticed) with one hand, he continued his deal. It was immediately evident to the crooks that the game was not progressing according to plan. They became involved in an argument between themselves when Mr. Hoge informed them that he knew they were crooked and hastily departed with his money, with the sharks in hot pursuit. Six cars later and slightly out of breath, he found the conductor and reported the whole episode. The conductor put the two crooks off the train and Bob continued the trip happy in the knowledge that he had trapped the plotters at their own game. He reports that he normally has terrible card luck when playing with friends.

By 1934, the depression began to lower the boom on social fraternities and the Theta Chi offices were moved to Trenton, New Jersey. Mr. Hoge still had a soft spot in his heart for industry and this time he proceeded in a thorough manner to write letters to ten large corporations. His ten applications immediately resulted in seven answers and five offers of jobs. He accepted the offer of Owens-Illinois and on December 12, 1934, began training in the Huntington, West Virginia, plant.

In July of 1935, he became Chief Clerk in the History and Specifications Department of that plant. On January 1, 1936, he and another member of the Huntington plant staff were assigned the project of developing a photographic silk screen process for applying colored designs and lettering to glass containers. The method then in

use employed a silk screen frame upon which a superimposed mask of lettering or design was placed. Ceramic paint was forced through the unmasked portion by means of a squeegee transferring the pattern to the article being decorated.

The method was laborious and not as accurate as a photographic process. Therefore, Bob and his co-worker set out to find a means of doing the job photographically, which meant learning how to sensitize the screen, developing a printing process for transferring the design to the photographic emulsion, and processing the latent design image so that exposed portions were dissolved to allow the paint to pass through the screen. Unexposed portions, of course, prevented the paint from passing through the screen. This research resulted in patents being issued to Bob, assigned to Owens-Illinois, and a satisfactory completion of the project. The basic method, with certain refinements and variations, is today's photographic silk screen process.

The General Manufacturing Department of Owens-Illinois was interested in making use of a man whose analysis and solution of problems brought such direct results. On January 1, 1937, Mr. Hoge was brought into its Toledo offices and given the title of Rate Structure Analyst under Sherwood Preston, then supervisor of Rate Structure. In June of that year, he became Supervising Rate Structure Analyst.

In 1939 he wanted still more manufacturing experience and at his request was transferred to the Huntington Plant as a Packing Department shift foreman. He was brought back to Toledo on November 16, 1940, as Rate Structure Supervisor for the Owens-Illinois Can Company (a wholly-owned subsidiary). He also served in union negotiations where wages and hours of work were concerned. He became Salary Structure Coordinator for the entire Company in December, 1944.

Today his work in job evaluation has developed to the point where all but a few hundred of the jobs at Owens-Illinois are covered. The remainder consists of high-level executive and administrative positions normally considered unsuitable for systematic job evaluation. It is characteristic of Bob Hoge that he has not been satisfied with this gap in the salary program and he has been continually seeking a plan that would be suitable for the evaluation of these high-level positions. He has finally found what he has so long sought and work is now well advanced in the analysis and evaluation of these complex positions.

Mr. Hoge described some of the fundamentals of the job evaluation program which he administers in an article for *PERSONNEL JOURNAL*, December, 1950. He wrote: "An equitable distribution of the wage dollar, (is) the prime objective of a (compensation) administration program." Another quote from the same article: "Zone Control . . . has brought about a changed and improved philosophy of salary administration by making the department head conscious of the perils resulting from a careless or indiscriminate treatment of his employees' salaries (and wages) . . ." He says, "Once a plan has been worked out and put into operation, it must be continually policed to insure against its fading into an all-too-standard system of clustered groups of ratings which are not truly based upon performance."

Merit Rating is always a "hot" topic. It looks so easy but actually very few plans are entirely satisfactory. Indeed, the mortality among rating plans is terrific. Here is a plan which has attracted much attention and which is reproduced in full, with permission.

EMPLOYEE PROGRESS REPORT PLAN

WASHINGTON GAS LIGHT COMPANY,
Washington, D. C.

EVERY employee—from the least skilled to the top executive—not only likes to know, but has a right to know, how he is getting along on his job. A worker cannot be expected to measure up to his supervisor's expectations unless he knows what those expectations are, nor to improve himself unless he knows just where improvement is needed.

One of a supervisor's fundamental duties, therefore, is to supply this information to each of his employees—clearly, honestly, and in such a way that it will be helpful. Experience shows that this is done most effectively by a combination of two methods:

- (1) day-to-day constructive criticism and praise, as the circumstances warrant; and
- (2) *periodic over-all summaries* of actual job performance as compared to supervisory expectations.

The kind of supervisory leadership with progress reporting represents is mutually advantageous. The supervisor's job is made easier if his employees are constantly trying to improve. By taking sufficient added interest in each employee to review his work with him regularly, the supervisor gets to know each employee better. Employee reactions which are not normally obtained in the course of day-to-day job relations, frequently arise in the course of a well-conducted progress interview. The result is improved understanding and better cooperation on the job.

HOW THE PLAN WAS DEVELOPED

After studying a number of plans successfully used by other companies, the Personnel Department staff recommended the one which seemed most suitable. This

plan was then adapted to our organization's requirements by an "advisory committee" of supervisory employees representing all departments.

In the spring of 1944, the Plan was approved by top management, and a series of training conferences held in which all management employees participated. The Plan was then explained to union officials, as a means of fostering employee acceptance. Progress reporting then became a standard system-wide procedure.

In December of 1946, a memorandum was sent to all management personnel requesting their suggestions as to how the Plan might be improved, based on their experience with it. These suggestions were then passed along to the advisory committee for consideration. On July 1, 1947, a revised form was adopted and several other suggested changes put into effect. This revised manual reflects these changes.

HOW THE PLAN OPERATES

When Progress Reports are Required, and On Whom

Group I—Employees in line for automatic pay increases: Such employees should receive a progress report two months before each automatic pay increase.

NOTE: In completing progress reports two months before employees are scheduled for automatic pay increases, special attention should be given to cases where the level of job performance does *not* seem to warrant the increase. A notation to that effect should be placed on the report, and also the employee's reaction to your warning that performance must improve in order to avoid demotion or dismissal. We do not expect many instances of this kind, but if the matter is not carefully supervised its effect on general morale and efficiency could be serious.

Group II—Other employees: (a) Employees with from 1 to 5 years' service should receive progress reports annually. (b) Those with from 6 to 15 years of service should receive progress reports every two years. (c) Employees with over 15 years of service need not be given progress reports unless—the employee requests it, or the supervisor feels there has been a change in job performance which makes a progress report desirable.

Group III—Employees transferred to a different job or supervisor: The progress report schedules listed above are subject to modification (1) in order that no supervisor will be required to prepare a report on any employee who has worked for him less than three months and (2) so that no employee—regardless of length of service—will work on a new job or for a different supervisor more than six months without a progress report.

OBTAINING PROGRESS REPORT FORMS

Approximately two weeks before a progress report is scheduled for an employee in Group I or Group II, the immediate supervisor will normally receive from the Personnel Department two copies of the form (see sample). The employee's name, age, job classification, department, and date of employment will appear on both copies of the form.

For employees in Group III, automatic receipt of the forms two weeks before the interview should take place, is not certain. Frequently the employee's duties or even his supervisor may change without the knowledge of the Personnel Department clerical staff. (In fact, the same situation would exist with reference to an employee in Group II-c, where a progress report is either requested by the employee or considered advisable by the supervisor.) For that reason, it is the obligation of the immediate supervisor to *request* progress report forms from the Personnel Department, in the event such forms are not received at the proper time. In other words, while every effort is made to relieve supervisors of clerical details, the basic responsibility for carrying out this official management policy necessarily rests with the supervisory organization.

EMPLOYEE PROGRESS REPORT Confidential—return to personnel dept.

Name Age

Job classification Department

Date employed How long have you known him?

How long has he worked for you? in present classification?

IMPORTANT—Please fill out each item as completely as possible, as the basis for a helpful discussion with the employee.

1. How well does the employee know his job?

He could improve his job knowledge by

2. How well does the employee perform his work, both as to quality and amount?

He could improve his job performance by

3. Is there anything exceptionally good or poor about the employee's personal qualities? (Consider such traits as receptiveness to suggestions, willingness to help others, ability to get along with fellow employees, attendance and tardiness record, safety record, and neatness in appearance. If you think the employee is misplaced in his present job, also indicate that.)

He could improve on the above by

Remarks:

Record of Interview

This report was discussed with the employee on (date). His reaction to my suggestions for improvement was

He appears to be (check which) well satisfied—, satisfied—, dissatisfied— with his job. The discussion also revealed that

SIGNED: immediate supervisor

(Actual size of form, 8½" x 11")

WHO MAKES OUT THE PROGRESS REPORT, AND HOW

Unless some other departmental plan is in operation, each employee's progress report form is made out by his *immediate* supervisor. (This provides, in effect, a continuous system-wide training program, with supervisors at each level assuming the primary responsibility for the development of those employees who report *directly* to them.) In order to help the supervisor prepare reports, and to encourage some degree of uniformity in procedure, suggestions as to how to answer each question on the form follow. (Condensed to save space. Ed.)

FILLING OUT THE FORM

As previously mentioned, you receive two copies of the form for each employee. Put one copy away until after the interview. Fill out the other copy *in pencil*, first noting at the top of the form how long you have known the employee, how long he has worked for you, and how long he has worked in his present job classification.

With reference to items 1, 2 and 3 on the form, be sure to consider each one separately. Don't let one negative factor—such as poor knowledge of the job, for example, make the entire report sound unfavorable. Avoid listing any weakness or criticism more than once.

It is essential that every question on this brief form be answered. If more space is needed to answer any item, please write on plain paper and attach to the form. Always keep in mind that all items are to be answered in terms of *what you expect of the employee as an individual*. Progress reports are *not* a direct means of comparing one employee with another. Progress reporting is *not* a method of recognizing differences in ability between people. Instead it is a means of comparing *what an employee does on the job with what his supervisor feels is reasonable to expect of him*.

Determining what you expect of the employee is basic to good progress reporting. It is a 3-step process involving:

1. Standards for the job (determining what you would expect of *any* person in that job).
2. Consideration of the employee as an individual (that is, review of his personal background—his past experience, education, job training, age, health, family status, job aptitudes, and the other traits which make every human being different).
3. Standards for the employee (or what you feel is reasonable to expect of *him*).

For example, if an employee has worked only six months on a job that normally requires two years to learn, chances are his job knowledge is "poor" when compared to that of your more experienced workers. However, when compared to what is reasonable to expect of *him*, it may be "good—considering his limited experience on the job."

Unless you feel that the employee is already doing the best he can *and* that he *lacks ability to make further progress*, be sure to list some *improvement suggestions* under one or more of the three items. Remember that the purpose of progress reporting is to **HELP THE EMPLOYEE TO IMPROVE**.

Constructive criticism is no reflection on the employee. In fact, lack of constructive criticism is more likely to be a reflection on his supervisor's lack of leadership ability.

When criticism is constructive; i.e., when it informs the employee of something which he can reasonably be expected to do if he desires to do a better job or to qualify

for advancement, it shows that the supervisor has the ability to spot training needs and that he is sincerely interested in developing his employees.

Although constructive criticism is offered with the best intentions, it may be resented by the employee unless the supervisor is prepared to back it up with concrete examples. *Get the facts.* Rather than saying . . .

"I think you ought to try to improve your tardiness record, John," it might be better to cover this subject by pointing out that he was late for work five times in the last two months and that you'd like to get his slant on how this record could be improved.

With reference to item 2 on the form, be sure to consider both the *quality* of the employee's work and *how much* work he produces. If either or both of these are directly measurable, give him some indication as to how his actual record compares with your expectations. If they are not directly measurable you can still give him the benefit of *how you think* his work performance measures up to your standards for him.

In considering item 3, *personal qualities*, ask yourself such questions as:

To what extent will the employee accept suggestions?

Does he have a tendency to ignore or resent my directions, or is he usually willing to give them a fair trial?

To what degree does the employee make an effort to help his fellow employees with their work? Does he use good judgment in knowing how far to go in helping others without letting his own work suffer?

How well does he get along with others? Does he seem to be "one of the gang" or are his relations such that they either handicap him in his present work or keep him from getting a promotion?

If the employee loses considerable time, is it within his control to do anything to improve? Considering his health, can I expect him to do any better?

If the employee has a good attendance and tardiness record, this is an opportunity to give him credit.

What is this employee's actual safety record for the period covered by this report?

Considering the sort of work the employee does, is the employee as neat in appearance as he should be to make a favorable impression on others?

Is he in the right job? Would he be better placed in some other line of work?

In the "remarks" section write anything else that is of importance with respect to the employee's behavior on the job. (This section may be left blank, if you have nothing further to add.)

The following chart, which was developed during the course of the original

training conferences, is offered by way of summary:

HOW TO FILL OUT THE REPORT FORM

Purpose: To Help the Employee Improve

General

Considerations:

Figure out what you expect of the man—as an individual. Don't compare him with others, but compare what he does and how he acts on the job with *what you expect of him!*

Good Points:

Don't overlook any good points. Try to give *at least* as much credit as criticism.

Weaknesses:

List only those weaknesses—
1. That the employee can do something about, if he wants to.
2. That you can prove by actual examples.
3. That you can suggest some way to improve on.

PLANNING THE INTERVIEW

After a supervisor has filled out one copy of the progress report form in pencil, he may desire to discuss it with *his* immediate supervisor as an aid to planning the interview. This is particularly advisable if the supervisor feels that the employee may, during the interview, inquire about his current prospects for promotion. Such questions should be answered honestly and completely. Getting the answers in advance is a part of good interview planning. Giving the answers to such questions as they arise in the interview avoids any suggestion of "buck passing" and increases the supervisor's prestige as a management representative.

DISCUSSING PROGRESS REPORTS WITH EMPLOYEES

After the form is completed and the supervisor has decided how he will cover each item, the report is discussed with the employee. Since it is important that this interview be handled as skillfully as possible, a number of practical suggestions follow.

These helpful hints regarding progress report interviewing were obtained from three sources:

A. FROM THE TRAINING FILM* "LET'S TALK THINGS OVER"

(Paul, the supervisor represented in the film, is speaking.) "Before making the contact, I

Study the Man

I check through on his performance, review his attendance record, and make sure that I have all the facts. And I never mention a weakness to a man unless I am dead sure I have the facts to back it up.

I list down the man's strong points and his weak ones—where he has done good work and where he has slipped up. It is just as important to praise him as it is to point out his weaknesses.

* By permission of Vocafilm Corporation, 414 Madison Avenue, New York.

I use this as a guide in planning the contact; then, when I am clear in my own mind where he should improve, I try to be constructive.

I never point out a fault unless I can suggest some way in which it can be corrected. After I study the man and know what I am shooting for, I

Plan the Talk

I decide exactly how I will start and how I will go from one point to another. I try to work it out so the man will feel free to talk, and I plan my talk around the improvement program. The next thing is to

Choose the Time and Place

I decide the best time to contact the man; I get someone to take over his job so it won't be on his mind. I take him off the job and we go some place where we won't be disturbed.

After that the thing to do is to

Be Friendly

I talk sincerely, in a friendly, helpful way. I remember that I am not reprimanding, but trying to help the man to improve.

I avoid arguments—try to be a good listener.

I encourage the man to discuss his problems and I try to make the man want to improve."

Can We Get Along?

By Eileen Ahern

On May 4, 1950, Stuart Chase picked up his copy of the New York Herald Tribune and scanned the headlines. It was supposed to be peacetime. This, he says, is what met his eye:

U. S. HALTS SALE OF ARMED SHIPS
TO EGYPT

IVES JOINS FIGHT TO SLASH ECA
FUNDS

TYDINGS WARNS OF WAR

REDS TIGHTEN BERLIN CONTROLS

ALBANIA DENIES HELPING GREEK
REDS

RUSSIA BLOCKS ATOM CONTROL

TRYGVE LIE GOING TO RUSSIA, SEEKS
COLD WAR END

RUSSIA CHARGES U. S. REBUILDS
JAPANESE BASES

LOSS OF HAINAN BY CHIANG CON-
FIRMED

LUCAS CRIES LIAR IN CLASH ON
McCARTHY

REPUBLICANS HAIL BLOW TO
TRUMAN IN FLORIDA

TOBIN ASSAILS STASSEN ATTACK

O'CONOR CHIDES BUSINESS

UNION SUES OIL COMPANY

HALF-HOUR STRIKE THROUGHOUT
ITALY

CHRYSLER STRIKE IN 99TH DAY

OHIO COURT BANS RACIAL BIAS AT
POOLS

RENT GOUGE CHARGED

ACCUSES SLAIN MAN'S PREDECESSOR
POLICEMAN SHOT TO DEATH IN SUB-
WAY

SAYS SON HIT HIM

It is always heartening to remember that there is a tremendous amount of accommodation and agreement among human beings, though this does not make good newspaper copy. Nevertheless, enough remains in the headlines to give us plenty of concern, from international crises down to the man hit by his son.

In his new book, a sequel to *The Proper Study of Mankind*, Stuart Chase gives us a survey of both the science and the art of agreement, pointing out that the science is destined to become increasingly important, reliable and available. (*ROADS TO AGREEMENT. By Stuart Chase in collaboration with Marian Tyler Chase. Harper and Brothers. New York: 1951. 251 pages. \$3.50.*)

Almost a whole third of Mr. Chase's wonderful account is devoted to labor relations, but perhaps the biggest gain to be got from this book is a fresh and heightened awareness that there is much we can learn about what makes for peace in one area of human experience that we can apply to another. Indeed, the consequences that lie ahead if we fail to do so are appalling. A book like this, by cutting across all areas of living together, is immensely useful.

The most edifying example of group decision-making is presented by the Quakers. Agreement is an ethical principle with the Society of Friends and they have developed many practical methods to bring about complete agreement, not only on the usual problems that confront all churches, but also on important public questions on which they must act. Their objective al-

ways is, "How can we settle this problem so that it will stay settled?"

Mr. Chase attended Quaker meetings to see this philosophy in action. He studied various analyses of it, including, *Democracy and the Quaker Method* by Francis, Beatrice and Robert Pollard (London: Bannisdale Press. 1949).

The peculiar quality of Quaker meetings is the *will to agree*. As we know, this is absent in too many of our dealings. It can be cultivated, though. Here are the Quaker principles:

1. *Unanimous decisions*. There is no voting, no minority to nourish grievances and so prevent a real settlement.

2. *Silent periods*, always at the opening and closing of meetings, and whenever two opposing parties begin to clash.

3. *A Moratorium* (or cooling-off) for questions where agreement cannot be reached unanimously, where opposing parties start to form. If they are important questions, they will come up again at future meetings until disagreement ceases and unanimity is found. (Slavery kept coming up in the Philadelphia Meeting year after year.)

4. *Participation* by all members who have ideas on the subject. Experience has demonstrated, says the Book of Discipline, "that the final decision of the group is usually superior to that of the individual." Members pool their knowledge and experience.

5. *Learning to listen*. Again to quote the Book of Discipline: "It behooves them in their meetings to hear with attentive and tolerant minds the messages and views of all members present." Quakers do not go to meetings with minds made up; they go to learn, expecting the right solution to crystallize from the experience of all.

6. *Absence of leaders*. The Clerk does some steering, but he must not interpose his ego or take a dominant role.

7. *Nobody outranks anybody*. Rich and poor, men and women, old and young, have equal status and are expected to participate equally. Everybody has had past experi-

ences, and so everybody has something to give.

8. *Consider the facts*. As emotions are at a minimum, facts and their cool consideration can be at a maximum.

9. *Keep meetings small*. The best size for solving problems is a face to face group of not more than twenty persons. Yearly meetings of several hundred, however, are able to use the method.

Too idealistic? Too impractical? Mr. Chase cites several applications of this method. The Board of Directors of the Standard Oil Company of New Jersey, for instance, tries to practice the rule of unanimity. Small, homogeneous groups can emulate very closely the Quaker roads to agreement. The attitude of the Quaker meeting is something all can strive to acquire.

Facts are often powerful in bringing about agreement where there had been conflict. Mr. Chase tells an interesting story about Captain James Saunders, U.S.N., retired, who uses the following illustration in teaching the principles of agreement to a class of graduate students: He gives each student a small piece of white paper, asking him to chew it and report the taste. The paper has been treated with phenyl-thiocarbamide. Pandemonium breaks out as the students argue. Some say "bitter", some say "sweet" and some say the paper has "no taste at all." Two leaders for each group are then appointed so that agreement can be reached. The result is a complete deadlock. Captain Saunders then explains the scientific *facts* about phenyl-thiocarbamide. It is a chemical which tastes different to different people. Three people out of ten cannot taste anything, while the other seven experience a variety of tastes, according to statistical studies that have been made. Everyone in the class then understands that it is possible to lift the dispute to a higher level, where personal opinions, feelings, prejudices have no place at all.

We are not always moved by facts, of course, and sometimes our disagreements are not of the kind which can be resolved on

a factual basis. What we may need is an *experience* of how it feels to be in another's position. Role-playing is a method that has been developed to provide such experience and it is often successful. Mr. Chase says he has not yet heard of any cases of management acting out the part of union officials, but he reports that officials of the Rubber Workers, C.I.O. use role-playing to prepare for negotiating a new contract. Johnson and Johnson is now using it for training executives, supervisors, office and research workers.

It is more difficult to stimulate imagination and feeling through conferences, but Mr. Chase reports a great deal of research that social scientists have been doing to make conferences more effective. He also gives many examples of successful conferences among business and civic groups.

Some very important research in group dynamics has been going forward at M.I.T., Harvard, the University of Michigan and elsewhere. The researchers and the practitioners have been getting together in the summer at the National Training Laboratory in Group Development in Bethel, Maine. Here, the daily group meetings, with their emphasis on inter-personal relations rather than agenda, are a definite method for making people aware of their

feelings toward each other and making them more tolerant and understanding. Mr. Chase gives an exciting and lengthy account of his participation at Bethel last summer. In a summary of his experience there, these points stand out dramatically: A group of twenty people can consolidate, acquire toughness and strength, without having a formal agenda prepared in advance. He could learn, Mr. Chase reports, that such a group can survive temporarily without a leader, block an exceedingly dominant individual from taking command, and in due course find leaders it would follow. He could learn, too, that such a group can tame and incorporate a domineering individual. One's initial impulse, he says, is to eject such a person, but one learns better by watching the group slowly envelop him.

The greater effectiveness of genuine agreement through *integration* instead of on the expedient basis of *compromise* is brought home time and again as Mr. Chase's report ranges widely over all areas of human relations. He adds a valuable five-page bibliography so that readers may learn more about the variety and diversity of examples he presents, necessarily briefly. *Roads to Agreement* is a fitting sequel to Mr. Chase's last book, *The Proper Study of Mankind*.

Other Recent Books

TECHNIQUE OF ADMINISTRATION: *Administrative Proficiency in Business*. Second Edition. By Erwin Haskell Schell. McGraw-Hill Book Company, New York, 1951. 363 pages. \$4.50. An enlightening and highly readable discussion of the functions, methods and problems of higher administrative positions in industry, with emphasis on the attainable qualities of personality and character that underlie administrative proficiency. This second edition has been enhanced by the inclusion of more than 200 anecdotes and 1000 discussion questions

which are valuable for use in supervisory and executive training sessions. These are both informative and stimulating, for they are the summing up of years of practical experience and intelligent observation on the part of successful business administrators, and they have been most ably recounted here.

TWENTIETH CENTURY ECONOMIC THOUGHT. By Glenn Hoover. The Philosophical Library, New York, 1951. 819 pages. \$12.00. The pros and cons of guaran-

teed wages, the determination of wages, problems of social security, labor-management problems and the outlook for industrial peace—these and other related subjects are examined here by twenty outstanding economists whose contributions are not only thought-provoking but, in most cases, written with a view to catching and holding the interest of the informed general reader.

READINGS IN MODERN METHODS OF COUNSELING. By A. H. Brayfield. Appleton-Century-Crofts, Inc., New York, 1951. 526 pages. \$5.00. Counseling is a somewhat specialized branch of personnel work and may be an infrequent function of the general personnel manager. This book, however, is of interest not only for the counseling methods it describes but for the background material it provides which should be helpful in all types of interviewing.

THE DEPARTMENT STORE STORY. By Frank M. Mayfield. Fairchild Publications, Inc., New York, 1950. 260 pages. \$5.00. A fascinating account of the history, organization and operation of modern-day department stores. "If one were attempting to describe the management job in department stores in the future in a few words and to summarize the solution of all its problems," the author declares, "he could do no better than to say that it all comes down to better selection of people and better training. That job focuses on the personnel director." Of particular interest is his summary of personnel practices and training methods currently in use in retailing.

THE IMPACT OF THE UNION. Edited by David McCord Wright. Harcourt, Brace and Company, New York, 1951. 405 pages. \$4.00. Eight outstanding economists, representing a wide variety of economic and political points of view, evaluate here the labor union movement, with particular attention to the problems of arriving at a sound and equitable wage structure. The

book is not intended to achieve anything so grandiose as a "cure" for our labor problems, but it does analyze a number of vitally important questions that must be dealt with if a lasting solution is to be reached, and which are frequently overlooked. An unusual feature of the book is that each of the eight contributors is represented by a formally prepared chapter, followed by a round-table discussion with the other seven participants in which the ideas contained in the chapter are thrashed out, questioned, and discussed in "author meets critic" style. The eight contributors to this well-edited volume are: John Maurice Clark, Gottfried Haberler, Frank H. Knight, Kenneth E. Boulding, Edward H. Chamberlin, Milton Friedman, Paul A. Samuelson, and David McCord Wright.

THE WAGE ADJUSTMENT BOARD. By John T. Dunlop and Arthur Hill. Harvard University Press, Cambridge, Mass., 1951. Is the present period of wage controls, this book is of especial interest for its analysis and evaluation of the work, the policies and the decisions of the Wage Adjustment Board. In their study of this wartime stabilization agency in the building and construction industry, the authors have focused their attention on those aspects of the collective bargaining relationship which are of general interest to those in other branches of industry.

STATISTICAL METHODOLOGY REVIEWS 1941-1950. Edited by Oscar Krisen Buros. John Wiley & Sons Inc., New York, 1951. 457 pp. \$7.00. This is a third of a series of volumes intended to help research workers and statisticians locate and evaluate books on statistical methods in all fields in which such methods are used. Originally it was planned for this volume to appear every three years but World War II interrupted the sequence. This new volume covers the last ten years. It lists only books on statistical methods and such closely related subjects as probability and

the mathematics of statistics. Among the objectives of this book are to make students and teachers of statistics more aware of the inadequacy of much that is presented in text books and in classes; to help teachers, students and others to select statistical textbooks with greater discrimination; to assist more advanced students in keeping abreast of modern developments in statistical writing; and to indicate the great expansion in the number of fields in which statistical methods are being found useful. This volume lists 342 statistical books written in English and published or reviewed in the past ten years in 12 countries. Excerpts are given from 842 reviews which appeared in 112 journals. The volume includes an essay on writing and editing reviews, a list of the reviews which have been excerpted covering 434 pages. Also included is a directory of the periodicals from which reviews have been taken and an index of the titles of books which have been reviewed as well as another index of their authors. This book is completely indispensable to anyone concerned with selecting or evaluating books on statistics. A large proportion of the review material which is given is frankly critical, but usually constructively so. The English publisher is Chapman and Hall, Ltd.,

STUDENT PERSONNEL WORK IN COLLEGE: *With Emphasis on Counseling and Group Experience.* By C. Gilbert Wrenn, The Ronald Press Company, New York. 1951. 589 pp. \$4.75. This book is written to be used as a text in student personnel work in college and in graduate school. It is also designed to be of use to those "conducting student personnel programs in college.

After describing the basis of student personnel work a chapter is devoted to the counseling procedure and to the various student personnel services. Dr. Ruth Strang whose work is well-known in this field has contributed five of the 17 chapters.

RETAIL PERSONNEL MANAGEMENT. By William R. Spriegel and Joseph W. Towle. McGraw-Hill Book Company, New York, 1951. 360 pp. \$6.00. While the authors say that they make no claims that personnel problems in retailing are different than those in any other kind of business, yet this book is designed primarily for the convenience of people in the retail field and for a college text covering this field. The book has been developed from the results of a survey of practices in 130 department and specialty stores. The book covers the entire personnel field with special emphasis on problems in retail stores. The authors have taught personnel administration for some years and other texts by these authors have already achieved wide acceptance. The authors have not made the mistake of trying to be too specific and go into too much detail. They cover broadly all of the important procedures in personnel administration including sources of labor supply, methods of interview, application blank and other forms, job evaluation, merit rating, psychological testing, training, employee services, morale studies and all of the other subjects comprehended in the field of personnel administration. The book is well written and well presented and readers who want to enlarge their knowledge of any particular subject have the benefit of a well chosen bibliography.

In Perspective...

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

CLIMBING THE EXECUTIVE LADDER. By George J. Krenzle and Edward H. Dare. New York: McGraw-Hill Co. 1950
Reviewed by Thomas H. Nelson in *Management Review*, March 1951
Reviewed by Ross Young in *Advanced Management*, August 1951

EXECUTIVE ACTION. By Edmund P. Learned, Donald N. Ulrich and Donald R. Booz. Boston: Harvard Business School Press. 1950
Reviewed by C. M. Chester in *Management Review*, May 1951
Reviewed in *Modern Industry*, February 15, 1951
Reviewed in *American Business*, April 1951

THE FIREMEN'S AND PATROLMEN'S UNIONS IN THE CITY OF NEW YORK.
By Emma Scheweppe. New York: Columbia University Press. 1948
Reviewed by Sterling D. Spero in *Industrial and Labor Relations Review*, January 1950
Reviewed in *Labor and Nation*, March-April 1949
Reviewed in *Industrial Labor Review*, June 1949
Reviewed in *Monthly Labor Review*, March 1949
Reviewed in *New York Herald Tribune*, December 5, 1948

THE HANDBOOK OF ADVANCED TIME-MOTION STUDY. By L. Arthur Sylvester. New York: Funk and Wagnalls. 1950
Reviewed by Adam Abruzzi in *Industrial and Labor Relations Review*, January 1951
Reviewed by R. L. Pitfield in *Advanced Management*, May 1950
Reviewed by M. E. Mundel in *Management Review*, September 1950

INDUSTRIAL PEACE IN OUR TIME. By Hubert Somervell. London: George Allen and Unwin Ltd. 1950
Reviewed by John P. Halpern in *Psychology at Work*, March 1950
Reviewed in *Human Relations*, Vol. III, No. 4, 1951
Reviewed by Arthur M. Ross in *American Economic Review*, May 1951
Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, October 1951

- LABOR RELATIONS AND FEDERAL LAW. By Donald H. Wollett. Seattle: University of Washington Press. 1949
Reviewed in *Monthly Labor Review*, September 1949
Reviewed by Robert C. Sorensen in *Industrial and Labor Relations Review*, July 1951
- LABOR UNIONS IN ACTION. By Jack Barbash. New York: Harper & Brothers. 1948
Reviewed by Edwin E. Witte in *Industrial and Labor Relations Review*, October 1948
Reviewed by Harry Albert in *Public Personnel Review*, July 1948
Reviewed by Arthur M. Ross in *American Economic Review*, March 1949
- MIDDLE MANAGEMENT. By Mary Cushing Niles. New York: Harper & Brothers. 1949
Reviewed by Nathan Belfer in *PERSONNEL JOURNAL*, October 1949
Reviewed by D. C. Coyle in *Survey*, June 1949
Reviewed by Harry L. Case in *Industrial and Labor Relations Review*, July 1951
- THE 1950's COME FIRST. By Edwin G. Nourse. New York: Henry Holt and Co. 1951
Reviewed in *Dun's Review*, April 1951
Reviewed by Lester Chandler in the *New York Times*, February 4, 1951.
Reviewed in *Changing Times*, April 1951
Reviewed by Sylvia Stone in *Survey*, May 1951
Reviewed by C. E. Ayers in the *Saturday Review of Literature*, April 7, 1951
- THE RIGHT TO ORGANIZE AND ITS LIMITS: A COMPARISON OF POLICIES IN THE UNITED STATES AND SELECTED EUROPEAN COUNTRIES. By Kurt Braun. Washington: Brookings Institute 1950
Reviewed by Jean A. Flexner in *Monthly Labor Review*, January 1951
Reviewed by Carl F. Brand in the *Annals of the American Academy of Political and Social Science*, January 1951
Reviewed by Edwin E. Witte in *Management Review*, December 1950
- PERSONNEL HANDBOOK. Edited by John F. Mee. New York: Ronald Press Co. 1951
Reviewed by Elinore Herrick in *Management Review*, April 1951
Reviewed by William Nickerson in *PERSONNEL JOURNAL*, November 1951
Reviewed by Glenn Gardiner in *Advanced Management*, April 1951
Reviewed in *Modern Industry*, March 15, 1951

Personnel Research

An Analysis of a Point Rating Job Evaluation Plan. By Donald L. Grant, The Ohio State University. *Journal of Applied Psychology*, Vol. 35, No. 4, August, 1951, 236-240.

It is unfortunate that the author did a good deal of work with a somewhat bizarre and complex job evaluation plan having 18 factors, some of them of an unusual nature, such as, "executive ability" and "tact." He concludes that six of the 18 factors do all of the work in prediction. The trend today is in the direction of the author's findings; toward the use of plans with a small number of factors. Some of the most effective plans have never employed more than from three to nine factors.

Factor Analysis of Clerical Aptitude Tests. By John T. Bair, Naval School of Aviation Medicine, Pensacola, Florida. *Journal of Applied Psychology*, Vol. 35, No. 4, August, 1951, 245-249.

This study shows more clearly than any other which comes to mind that the most important element in tests for the prediction of clerical success is speed of perception. The author's factor analysis shows these as two separate factors, "perceptual analysis" and "speed." It is difficult, however, to see how as a practical matter they can be separated. The study also shows the secondary importance of mental ability in clerical aptitude. This is a finding not generally recognized, judging by the fact that almost all clerical tests contain a high percentage of verbal or numerical problem solving material. The author finds, however, that the Minnesota clerical test which involves little or no reasoning "accounts for more variance than any other."

Mental Ability Tests in Clerical Selection. By Edward N. Hay, Edward N. Hay & Associates, Inc., Philadelphia. *Journal of Applied Psychology*, August, 1951, Vol. 35, No. 4, 250-251.

Re-examination of a previous report on predicting success in key punch machine operation shows that mental ability tests are less efficient than a battery of three clerical aptitude tests for selecting clerks for routine tasks. The three clerical tests used required 14 minutes of testing time.

Speed of Manipulative Performance as a Function of Work-Surface Height. By Douglas S. Ellis, Iowa State College. *Journal of Applied Psychology*, Vol. 35, No. 4, August, 1951, 289-296.

One of the tasks of the industrial psychologist is to discover the optimal relationships between the worker and the machines he must operate. This study reports experimental evidence on the work-surface height variable. The subjects were 48 male college students who performed a simple block-turning task at six levels of work-surface height. Analysis of the data yielded the following results: 1. Statistically significant variations in speed of manipulative performance were associated with variations in work-surface height. Maximum performance occurred at an average height which corresponds to a setting approximately 3 inches below the elbow. Slower performance occurred at higher work-surface heights than at lower heights. 2. Significant variations in feelings and locus of muscular strain are associated with variations in work-surface height.

Across the Editor's Desk

With The Personnel Associations

THE MONTREAL PERSONNEL ASSOCIATION has just issued a list of the general meeting dates for the coming season. These will be held at the Ritz-Carlton Hotel. The first meeting, on September 24th, was addressed by Paul Pigors, Associate Professor of Industrial Relations at Massachusetts Institute of Technology, Cambridge, Mass. His subject was "Effective Communication in Industry." President of the Association for the coming season is A. M. Mackenzie of the Bell Telephone Company of Canada. The Secretary-Treasurer is L. A. Lacroix, of Belding-Corticelli, Ltd.

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION held its September meeting on the 12th with Donald Roberts in charge of the program. The speaker was Ellis H. Wooley who talked on the subject "Using Management Control Records to Evaluate Training Period." Mr. Wooley is the Senior Training Supervisor for the Naval Supply Center at Oakland and is also an instructor at the University of California Extension Division. Bettina Tracy is Secretary of the Association. She is Training Director at H. C. Chappell Company, Oakland.

THE COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK CITY performs important services for its members. One of these is a four page printed bulletin issued each week which is very carefully prepared and contains valuable information. A special survey has just been issued to members of the Personnel Management Bureau of the association, called "Survey of Military Leave Policies." This was summarized from returns made by 367 participating companies which shows that 255 operate a very complete military leave policy. One hundred

organizations have a policy covering some parts of the military leave problem and only 21 have no policy at all. The report is summarized in four printed pages $8\frac{1}{2} \times 11$ inches. Matthew J. Beecher is Assistant to the Director of the Personnel Management Bureau and it is owing to his kindness that we have received a copy of the military leave survey. The address of the Association is 233 Broadway, New York 7, New York.

THE AMERICAN SOCIETY OF TRAINING DIRECTORS has issued its publication, *The Journal of Industrial Training*, for July-August. An interesting article "Taking the Mystery Out of Communications" which was written by Harold D. Zelko, Director of Training, Economic Stabilization Agency, Washington. The Editor is H. Walter Scholl who can be reached at the the McGraw-Hill Book Company, 330 W. 42nd Street, New York 18.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES reports that a vacancy on the Board of Directors has been filled by the election of Charles McKeand. Mac McKeand has served the Merchants and Manufacturers Association of Los Angeles since 1939 as Director of Industrial Relations. It is owing to his energy and ability that Southern California has the fine Palm Springs Conference in October of each year. Mac is an engineering graduate of the University of Virginia. PIRA-SCOPE, the monthly newsletter of the Association, reports that a community wage survey is available to members through the courtesy of the Merchants and Manufacturers Association. There were 246 participants from Los Angeles representing over 250,000 persons with specific wage rates covering 63,000 employees. There is

another "PIRA" similar to the one in the issue of last month. This is a summary of another portion of Michigan University's Human Relations Research study made at the Prudential Life Insurance Company. This summary is made by Palmer Wentworth, who reports the following findings:

1. Supervisors of sections producing the largest volume of work tend to be more interested in their employees than in production and technical matters, while the reverse is true of the supervisors of the low producing sections.

2. Eleven out of fifteen supervisors who were rated by interviewers as supervising in a democratic rather than an authoritarian manner were in the high producing sections. All eight authoritarian supervisors were heading low producing sections.

3. The supervisors of the high producing sections were more often those who supervised their employees in a general rather than a close manner whereas the low producing sections were usually headed by

supervisors who gave extremely close supervision.

THE CALIFORNIA MANAGEMENT ASSOCIATION and its affiliate the *Western Management Association* issue each month the *Personnel News Bulletin*. This is a 4-page mimeographed leaflet containing news on personnel matters and reports of books and addresses made currently. The issue for September 7th contains a department "Personnel Ideas That Work." The four items in this department include one on wage surveys, one on suggestion boxes, another for awards on vacation stories for company magazines and finally one telling of the report to employees by the Armstrong Cork Company of the insurance provided for them. President of the Association is T. C. Erickson, Industrial Relations Manager, Pan American World Airways Inc. The Secretary is Everett Van Every from the headquarters of the Association at the Farm Credit Building, Berkeley 4, Calif.

Employee Magazines

SPRUANCE FILM PLANT, E. I. DUPONT DE NEMOURS & COMPANY INC., Richmond, Va. issues *Spruance Cellophane News* for employees. James D. Lyman is Editor. The issue of September 5th has an amusing stunt called "Picture Quiz." This shows four pictures of the backs of the heads of four employees. The employees' names are given on another page, after you guess who they are.

FIDELITY-UNION TRUST COMPANY, Newark, N. J. issues *Fidelions* for its employees. The summer, 1951, issue has a one-page illustrated story "Our Job Evaluation and Performance Rating Committees." There are photographs of the two committees sitting in session. The Job Evaluation Committee meets periodically to evaluate new and changed jobs. The Performance Rating

Committee, composed of senior clerks, meets twice a year to review individual merit ratings of all employees.

THE NEW YORK HOSPITAL issues *The Pulse* for the 3200 employees. John G. Dale, Jr., Director of Personal Administration of the Hospital writes, "Although slow to be accepted it is now realized that the sound principles of personnel management in industry are, with modification, applicable to any kind of business." "Though a relatively new function in this type of organization, personnel administration has made remarkable progress in the past few years and its success had brought most hospital administrators to recognize it as a 'must' in their management organization." "As an old subscriber to the *Personnel Journal*, let me take this occasion to tell you how

ardently I look forward to reading the interesting and informative contents of each issue." The Personnel Department of the Hospital also issues an employees handbook which because of the nature of their business is necessarily a little different than most. It is called "Introducing the New York Hospital To You."

LANDMARK is issued each month for the 3-46 Club of the Land Title Bank and

Trust Company, Philadelphia. It is unpretentious but nicely printed in 24 pages and paper cover. The September issue contains an interesting photograph of the new sun deck recently opened for the benefit of employees at one of the branch offices near the main office. The picture shows 15 girls sitting in the sun in reclining deck chairs. The editorial board of Landmark consists of George C. Bennett, Mary Wantner, Thelma Gilmore and Joseph H. Bitler.

Current Publications

EMPLOYMENT OF WOMEN IN DEFENSE PRODUCTION is the title of a four-page leaflet containing references and descriptions of about 20 articles and books on this topic. It was issued by the Industrial Relations Section of Princeton University. Copies may be obtained for 20¢.

BASIC GUIDES TO SOUND PERSONNEL ORGANIZATION is the title of a checklist of selected American Management Association publications for personnel executives. This is a carefully selected listing of highly specific studies on personnel and human relations problems, made by numerous authorities and presented before the membership of the Association through one or more of the various conferences held each year by the Association. Copies may be obtained from the Association at 330 W. 42nd Street, New York 18.

RECREATION IN INDUSTRY is the title of a report on a survey of recreation programs in manufacturing industries in Ontario. It was prepared by the Community Programmes Branch of the Department of Education, 1118 Bay Street, Toronto. We have received a copy through the courtesy of Mrs. Evelyn W. Brownell, of the Community Programmes Branch. This is a well-printed report of 46 pages and paper cover and represents the contributions of 470 manufacturing companies who replied to

the questionnaire or to personal interviews. This is the most detailed survey on recreation which has been issued in a long time.

THE NATIONAL OFFICE MANAGEMENT ASSOCIATION issues each month a magazine called *Office Executive*, formally known as the Noma Forum. The August Issue contains a particularly useful article "Your Total Job." This is a plea to help employees to understand the place which their job plays in the total operation, and not be content with being familiar only with the detailed duties of their work.

THE AMERICAN LIBRARY ASSOCIATION, Chicago, has issued "Position Classification And Salary Administration in Libraries." This is a manual intended to help install a plan of classification and administration. This is an elementary method compared to many in use in industry. Copies of the manual may be obtained from the association at a dollar and twenty-five cents each. The Library Association has also issued "Retirement for Librarians." This is a discussion of such plans with an outline of principles of a good retirement plan for public employees. It also gives case information about existing plans. The report is 127 pages printed in offset with heavy paper cover. Copies may be obtained from the association at two dollars each.

THE DEPARTMENT OF LABOR, OTTAWA, Canada, has issued a 32 page and board cover bulletin "Meters, Motors and Men." This tells of the organization and operation of the Labor-Management Production Committee in the Toronto plant of Sanyo Ltd. The Company manufactures electrical equipment. The booklet was sent to us by H. Ross Rutherford, Executive Assistant in the Department of Labor.

GENERAL ELECTRIC COMPANY in the *Commentator* for July 20 has an interesting discussion with two graphs under the title "Bigger Output—More Jobs—Higher Pay—Steeper Taxes—Less Earnings."

GENERAL MOTORS CORPORATION issues frequently various bulletins and publications to employees of the company. A recent one is a small leaflet *The Riddle of Inflation*. It tells a story of the causes and cures for inflation. This leaflet was issued from the office of Harry B. Coen, Vice-President.

THE SOCIETY FOR APPLIED ANTHROPOLOGY issues a quarterly magazine *Human Organization*. The issue for Spring 1951 contains two articles of interest to industry. One is the description of The member-centered Conference as a research method. The authors are Chris Argyris and Graham Taylor. Another one is "The Collective Bargaining Process: A Human Relations Analysis." This is by Sidney Garfield and William F. Whyte. *Human Organization* may be obtained from the society for the subscription price of six dollars per year. The address is 61 West 55th Street, New York 19, N. Y.

THE COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK renders a valuable service to its members in making wage and salary surveys and in furnishing information on salary and wage and allied personnel problems. In a statement dated August 3,

the association points out that although clerical salaries in New York City have risen between 15%-20% since 1948, that they do not agree with the findings of the U. S. Bureau of Labor Statistics. The association finds that the pay scale in Federal Government was higher than that of private industry, and, as a result, female employees in particular are quitting their jobs and going into government service. Gordon L. Thayer, manager of the Personnel Management Bureau of the Association, points out that the Bureau of Labor Statistics do not convey the full story. Mr. Thayer emphasized that he had no fault to find with the Bureau of Labor Statistics Area Survey except for its interpretation of the relationship between pay levels of private industry and federal government. The Association offices are at 233 Broadway, New York 7, N. Y.

AMERICAN SOCIETY OF TRAINING DIRECTORS publishes the *Journal of Industrial Training*, which appears bi-monthly. The editor is H. Walter Shaw, care the McGraw-Hill Book Company, 330 West 42nd Street, New York 18. The May-June issue contains an article on "The Vertical Round-Table Discussion", by Walter H. Powell, Instructor in Management at Temple University, Philadelphia. The vertical round-table discussion is a process of discussions between all levels of management at a single conference. The number is limited to from about eight to twelve persons or each group. The purpose of the round-table group was to eliminate disagreements and to find answers to policy questions. An important achievement from the first meeting was the realization by supervisors at lower levels that they were included in the problem discussions facing the company. This proved an effective way of helping the foreman feel that he is actually a part of management, something which many companies try by merely telling him that he is, but not doing anything about it.

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, 60 Underwood Corporation, 1 Park Avenue, New York City 16, New York.

PERSONNEL: 26 year old married man, B.A. & M.A. All work except dissertation toward Ph.D. Three year college teaching experience coupled with student counseling. One year prison administration. Seek employment in Columbus, Cincinnati or vicinity. Reply Box 137.

MANAGEMENT EXECUTIVE AVAILABLE: Heavy experience in personnel and industrial relations, including contract negotiations with national unions, grievance handling, employment, job evaluation, employee benefits; also accounting and office management. Available as labor-human relations executive or as staff assistant to top management executive. Christian, white, 50, healthy, vigorous, young ideas. Salary open, security and future prospects factors. Willing to relocate, to travel. For resume write on letterhead to Box 147.

EMPLOYEE RELATIONS: \$25,000 a year man qualified by Quarter Century of experience now available to take complete charge of employee relations for multi-plant or single-plant operation headquartered in Mid-West. Reply Box 147.

PERSONNEL INDUSTRIAL RELATIONS MANAGER: Young career executive with 9 years sound training and quality experience as personnel director and industrial relations manager for companies of 1000 to 5000. Successful record of result-getting in labor relations including negotiations with CIO and AFL, foreman and employee training, recruitment and employment, wage and salary administration, money-saving safety program, internal public relations. A self-starter with drive that can help you meet increasing manpower needs. Resume/interview on request. Available in 30 days. Reply Box 149.

PERSONNEL EXECUTIVE: Broad industrial experience including 10 years as Personnel Manager for subsidiaries of National firm. Fully qualified in all phases of Personnel and Union relations. Multi-plant experience. Desire a challenging opportunity as principle personnel administrator of a progressive company. Self-starter. Christian, Ph.B., age 40. Married. Resume on request. Reply Box 145.

SAFETY DIRECTOR: Six years concentrated safety engineering and safety experience in plant employing over 2000. Age 37. Married. Now located in Ohio but available for location in middlewest, south and southwest. Five years experience as Personnel Director. Reply Box 148.

PERSONNEL ASSISTANT: B.S. Personnel Administration. 1 year of interviewing and testing. 1 1/2 years as personnel trainee for large industrial concern. Married veteran. No children. Age 24. Will relocate. Send for resume. Reply Box 150.

PERSONNEL EXECUTIVE OR ASSISTANT: Male, age 32, WW II Veteran, married, two children. M.A. degree in psychology. Seven years experience as psychologist and personnel. Excellent references. Work opportunity in large industrial organization. Prefer South, Southwest or midwest. Reply Box 151.

HELP WANTED

PERSONNEL SUPERVISOR: Wanted for Southern Pulp and Paper Mill. Over a thousand Employees. Must have required academic background and experience in several phases of general personnel and labor relations. Will also have supervision of insurance and safety. Excellent climatic location and opportunities. In replying state complete history and salary required. Reply Box 136.

Advertisements will be accepted under three headings: at 5 cents a line for first insertion. Average 90 characters per line. 10% discount for two insertions, 15% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 7

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EDWARD N. HAY, *Editor*

EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

JANUARY

- 14-17 Los Angeles, Biltmore Hotel
American Management Association. General Management Conference
James C. Rice, Secretary, 330 W. 42nd St. New York 18, N. Y.
- 18 Cleveland, Ohio, Hotel Carter
The Cleveland Chamber of Commerce. 11th Northern Ohio Personnel and Executive Conference. Wm. G. Donaldson, Executive Secretary, 400 Union Commerce Bldg., Cleveland 14, Ohio

FEBRUARY

- 18-20 Chicago, Palmer House
American Management Association. Personnel Conference
Jame. C. Rice, Secretary, 330 W. 42nd St., New York 18, N. Y.

Editor to Reader:-

THE UNIVERSITY OF MINNESOTA, Industrial Relations Center, has for several years been developing methods of auditing the personnel administration function in industry. In the course of this development a great deal of good thinking has been carried on through the medium, principally, of discussions among members of their staff and with the twenty-two members of the Advisory Council. The majority of these council members are from industry and a good many are from organized labor and at least one is a farmer. The result has been one of the best examples of organized thinking and the use of scientific methods in analysis of personnel. The Center has just issued an important publication, *Triple Audit of Industrial Relations*. This is 77 pages and paper cover and costs \$1.00. It may be obtained from the University of Minnesota Press, Minneapolis 14. The authors are Dale Yoder, the Director of the Center and his associates, Herbert G. Henneman, Jr. and Earl F. Cheit.

The purpose of the triple audit is, in general, to analyze what is going on in a personnel or industrial relations department and evaluate this performance in different ways. This, of course, is an over-simplification. The authors devote considerable space to describing the triple audit and the methods behind it. They have difficulty in the face of the usual dilemma that appears in situations of this sort. The processes being analyzed are in themselves very complicated, inasmuch as they deal with human beings in groups. At the same time this complexity must be organized and made plain for those who are to benefit from it. The authors have had a little difficulty on this latter score, which is not surprising. The practical operating personnel or industrial relations worker is prone to see his

problems as being essentially simple, practical, "common-sense" ones. Actually there are many intricate aspects that are not apparent to many of them, but are becoming more clear with the passing of years and the accumulation of experience.

However much difficulty the authors had in clearly presenting their intricate framework of analysis, they do grapple with practical problems. The first of these is a set of factors related to lower grievance ratios. The first item in this group is the answer to the question "Do firms with lower grievance ratios use seniority as the principal basis for lay-offs and re-hiring?" The answer obtained in this case, though it is based upon a very small number of firms is that the use of seniority is accompanied by a higher grievance ratio. The difficulty in placing dependence on this answer is dealt with by the authors in another group of factors. In studying different factors in relation to questionnaire attitude scores the authors have made a test of the statistical significance of the difference in these attitude scores. Item 63 points to the result of one of these. "Employees 45 years of age and over have higher average attitude scores than those 30-44 years of age." It then shows that the average attitude score of the older employee is 147 and the younger group 138. By statistical methods the difference is shown to be one which could not occur by chance more than one time in a hundred and therefore is a difference which can be depended upon as having true significance.

The comments just made may be carried back to the early pages of this report in which the authors outline their theoretical framework and their methods.

In the preface the triple-audit is somewhat cryptically described as follows:

"1. It uses a co-disciplinary attack in

both the design of studies and the analysis of the data; (2) It stresses the desirability of quantification or measurement; (3) It seeks to describe facts and relationships in industrial relations on the basis of empirical study; (4) It points to the importance of accumulating small, segmental studies that can be additive in building understanding of the behavior that characterizes employment relationships." The authors then say "the general objective of the triple-audit studies is to check on the most important generalizations that have achieved acceptance as representing principles of manpower management."

Since the authors have thus outlined their definition of triple-audit it becomes necessary to examine it in a little more detail to make sure what they mean—underneath the somewhat specialized language which they use.

On Page 10 the authors describe what they mean by co-disciplinary attack. They explain that this means that the behavior of people in industry may be better studied by combining the methods of several "social disciplines" than merely by using one, such as psychology. For example, besides psychology; sociology, physiology, politics, economics and other areas of study may be involved and all should be employed in such combinations as are necessary.

By quantification or measurement the authors mean that differences which are found must be analyzed statistically in order to determine whether they might have occurred by chance or whether, ruling out chance, they are certainly due to some specific cause. People in industry who have become familiar with the use of psychological tests are immediately aware of the meaning of the authors' definition of measurement. Furthermore, wherever possible observation should be "quantified"—that is, stated in numerical terms. If productivity is at stake let's have measures of production. If morale is in question let's have quantitative morale scores derived from surveys.

By empirical the authors mean the results of experiments and observation and direct experience.

By the peculiar term "additive" research the authors merely mean the summation of all research studies known to have been made up to a given time.

On Page 15 the authors describe how pilot studies which were originally made illustrate the application of the triple-audit plan. They point out that the following six steps may be taken.

1. Select a hypothesis; that is, something which is thought to be true.
2. Develop methods of data collection to support the hypothesis, such as questionnaires or interviews.
3. Secure the data.
4. Develop or select methods for analyzing the data.
5. Relationships suggested by the hypothesis may be tested by these methods.
6. Relationships are then grouped in relative arrangements to permit broader inferences.

About twenty-five pages of the report are devoted to reporting the results of measuring differences in relationships such as the relation of various factors to grievance ratios, already commented on.

In conclusion it should be pointed out that the origin of the phrase triple-audit is found in the three kinds of factors which are to be audited. These are:

1. Policies and practices of individual employers, unions and public agencies.
2. Economic characteristics of employers.
3. Employee reactions or behavior.

The purpose of the triple-audit was to measure individual factors of these three types and to note relationships among them, based on measurements of these factors.

The triple-audit of industrial relations is perhaps the most important publication on research in the field of personnel administration which has yet appeared and every inquiring person in this field should become familiar with it.

WHAT IS THE DIFFERENCE between industrial relations and personnel administration? Persistent readers of *Personnel Journal* have read some of my previous comment on this subject. A facetious answer to this question was once given as follows, "About two thousand dollars a year in salary."

Over the years the title industrial relations has grown in frequency of use as compared with the title of personnel or personnel director. In years gone by the term industrial relations was unknown and anyone working in the field of human problems in industry was known as a personnel director or something of the kind.

As the function developed some of the larger companies especially, carried it to a new level and sought to get away from the old-time musty flavor of the title personnel director. Personnel director in many instances, never got to be much of a job and the newer director didn't want to be stigmatized by the title, so the title of director of industrial relations came into being. I don't believe that the intrinsic meaning of the terms ever had any bearing on the argument about them or the frequency of their use. Simply, the term director of personnel had become obsolete and was disdained by the newer practitioners. Consequently the title director of industrial relations sounded newer and better and more important.

In very recent years, especially in the larger companies, the title vice president has been conferred on the individual with the highest authority in the field of human problems. Sometimes this title is followed by a descriptive word or two such as, vice president industrial relations or vice president personnel administration, or whatever. The newest trend is simply vice president. Consequently, as of today we may say that in industrial companies the titles, in order of the importance of size and function and of the company, are personnel director, industrial relations director and vice president personnel administration or industrial relations, as the case may be.

For a long time I have sought enlight-

enment upon the origin of the term industrial relations and for reasons why it carries more meaning to its advocates than does the term personnel or personnel administration.

The latter term was probably given its greatest popularity through the efforts of Thomas G. Spates, Professor of Personnel Administration at Yale University and former Vice President Personnel Administration at General Foods Corporation. Not only that Company but Bigelow-Sanford Carpet Company, Owens-Illinois Glass Company and many others have adopted the term Personnel Administration rather than Industrial Relations, as a subscript to the basic title vice president.

At last I have something I can put my hands on in the way of definitions from one source in which the term industrial relations is popular and is always used. The Triple-Audit of Industrial Relations which I have already referred to contains these definitions of the term:—On page 1, "industrial relations, are human relationships growing out of employment," and a little further along, "the term industrial relations means, in essence employment relations. It refers to the relationships of employers to employees, of employees to employers and to each other, of employers and employees to unions, and to all the many other inter-relationships that develop through employment."

In both these references the only mention is of relationships. However, Tom Spates always insisted that the term personnel administration had a very much wider connotation. It was not limited, in other words, to relationships—of whatever kind—but to all the methods, processes, theories and practice that had to do with "people at the places where they work."

I offer the foregoing for comment from interested readers. Industrial relations has always been an unsatisfactory term to me, inasmuch as the term not only limited the field to the idea of relationships but restricted it to those having to do with industry. Personnel administration on the other

hand, implies the notion of every type of activity that has to be administered in the area of humanity, whether in business, government or elsewhere.

CORNELL UNIVERSITY has inaugurated a nine months' course of study for 25 West German industrial relations trainees. They are studying during that period at the School of Industrial and Labor Relations and during that time will take many field trips to acquaint them with industry's practices. The group includes union members and officials. Their ages range from 20 to 26.

LEE FALK of Arthur Kahn Company, Inc., of New York writes as follows, in commenting on the question posed by Harrison M. Terrell in a recent issue:

Dear Mr. Hay:

It seems to me that the question posed by Harrison M. Terrell is almost completely answered by a comment in your editorial—"There Ain't No Santa Claus." This is, simply, that profits are greatly dependent upon the individual's own performance.

Much of the responsibility for employee performance rests on the ability of the Personnel Director to convey to the employees the requirements of their jobs as they relate to a profitable operation for the company. How can he do this unless he has a continuing understanding and active interest in the management of the company?

The importance of communication is being rightfully stressed more and more. We could not hope to achieve the proper rapport between Management and personnel unless the Director takes his place as a top company executive. Only by knowing what problems the company is faced with can he hope to successfully select and train

his staff and inspire them to the best effort.

Yours very truly,
Lee Falk

Recent newspaper reports carried the story that the General Electric Company in its Buffalo plant was canvassing the ranks of its retired employees in order to find those who were willing and physically able to return to work. This is another commentary on the economic problem raised when all workers are arbitrarily retired at age 65.

MY WIFE AND I have just returned from a two-weeks tour of the Pacific Coast. As was to be expected, we were made welcome everywhere and it was a most pleasant—and profitable—experience. First we attended the conference at Berkeley of the California Personnel Management Association, under the vigorous direction of Everett VanEvery. Then, after a few days rambling through San Francisco—my favorite city for a visit (don't shoot please, the rest of you)—we moved along to the conference at Palm Springs conducted by the Merchants & Manufacturers Association of Los Angeles. "Mac" McKean is the presiding genius over this conference with, of course, much help from many others, not overlooking George Shellenberger, Executive Vice President of the Association. Finally we circled home through Seattle where we spent a few days. Since this was the scene of my wife's birth and early days I spent most of my time being shown the sights and scenery—not overlooking a few relatives. And I sampled those tiny and delicious Olympia oysters. Next month I will tell of our trip in more detail.

Ned Hay

This is a report of the search for the reasons which would account for long records of peaceful collective bargaining in some companies. The records of twelve companies in almost as many industries were reviewed, with the interesting results reported here.

Peaceful Collective Bargaining

By LEE W. COZAN, Personnel Director, Hechinger Company, Washington, D. C.

SPECIAL committees, whose purpose has been to conduct exhaustive inquiries into the causes of industrial conflict under collective bargaining, have been appointed periodically by the President and the Congress of the United States. However, as there must be common factors in bad labor-management relations under collective bargaining, there must exist specific causes for industrial peace.

The causes of industrial peace under collective bargaining may be classified into two groups, external and internal. The external causes, those not under the direct control of labor and management, include favorable employment conditions free from cyclical and seasonal fluctuations, the financial security of the organization, and the competitive position of the company.

The internal causes of sound labor-management relations are those that are under the direct influence of both parties. There exist three general types. These are as follows: (1) those which allocate responsibility jointly to labor and management; (2) those for which management is responsible alone; and (3) those that are the responsibility of the union solely.

An analysis of twelve case studies was undertaken to determine what common internal factors tend to make for industrial peace under collective bargaining. These case studies dealt with companies noted for good labor-management relations, as evidenced in the following data. These twelve corporations had a total of 204 years collective bargaining experience with only seven major strikes. Statistics dealing with formal grievances were available only for three companies. A total of 31,794 grievances were registered with arbitration being resorted to in only 125 cases.

The first joint cause, found common in the case studies that represented the aircraft, automobile, chemical, farm equipment, glass, meat packing, paper, rubber, steel, and textile industries, was the nature of the circumstances surrounding the initial organization and the recognition of the labor union. Intelligent and mature leadership of management and labor alike set a stage of mutual trust and under-

standing at the outset of collective bargaining that tended to avoid a reservoir of bad feeling that would affect later stages of the relationship.

Another joint factor was the establishment at the beginning of the collective bargaining processes of effective communication and consultation on the subject of policy changes planned by the other. This led to mutual understanding of problems and the development of good will.

MANAGEMENT'S CONTRIBUTION

Management has been primarily responsible for the second group of factors that contributed to constructive collective bargaining practices in the twelve case studies analyzed. The first of these was a sustained effort to develop a strong and responsible local union by assuring that the duly elected union officials would be representative of the rank-and-file, and by placing justifiable responsibility upon the union spokesmen in order to thoroughly familiarize them with the many complex problems confronting the company.

Management's second contribution was a willingness to experiment, adjust, and change in every phase of management, especially in the field of personnel administration, in order to assure that the relationship worked to the mutual advantage of management and labor alike. This attitude was clearly in evidence in such specific areas as wage policies, job classification, and grievance handling.

Another factor was the ability of top management to communicate and disseminate company policies and practices through all levels of management, and to stimulate cooperation by achieving advance understanding of the employees regarding any change of policy or procedure which would affect their welfare.

UNION'S PART

The third group of factors, found common in the case studies above, which contributed to industrial peace were those pertaining to the union. The first was the acceptance of the private ownership and operation of the company. The unions concerned concentrated on the conduct of collective bargaining processes with management within the scope of a free enterprise economy. Adoption of this philosophy resulted in constructive efforts to promote the mutual interests of labor and management without collusive actions against the consumer field, as evidenced by the limited number of strikes and formal grievances in need of arbitrary settlement by a third party.

Secondly, the maintenance of a high quality of leadership by the union locals and the respect by the unions for their commitments and legitimate obligations. Local union officers were trained so that they could fulfill their responsibilities with greater efficiency and they along with the rank-and-file exhibited little inclination to resort to legal processes in order to escape a binding obligation.

Frequent comparisons are made between the way controls are being attempted now and the methods used by the War Labor Board in the period of World War II. The author has compared the two situations and shown some similarities and some differences. The story will be useful to all who follow Wage Stabilization efforts—and who doesn't!

Wage Stabilization versus World War II Controls

BY E. NOAH GOULD, Rensselaer Polytechnic Institute, Troy, New York.

THE interest aroused by the operation of the present wage stabilization program makes timely a discussion of its provisions and an examination of the wartime program which provided many precedents for it.

THE WARTIME PROGRAM

Wage stabilization functions and the basic policy to guide them were given to the War Labor Board on October 3, 1942 in Executive Order 9250. This policy provided that no increases in wages above the levels of September 15, 1942 were to be allowed except (1) to correct "maladjustments," (2) to eliminate substandards of living, (3) to correct "gross inequities" and (4) to aid in the effective prosecution of the War. As a further exception the Board permitted "individual adjustments" and the granting of fringe benefits.

(1) The elimination of "maladjustments" in wage rates was accomplished by the application of the "Little Steel" formula which permitted general wage rate increases up to a total of fifteen percent above the level of January 1, 1941.

(2) The Board attacked the problem of substandard wages by specifying the rate to which such wages could be raised. This was first forty cents an hour and later was raised to fifty cents and then to fifty-five cents.

(3) "Gross inequities" included interplant inequities and intraplant inequities. The former were handled by use of a set of "sound and tested" rates as a standard for allowed wage increases while many of the latter type were eliminated by the installation of job evaluation systems.¹

¹ U. S. National War Labor Board. *Termination Report*. Washington, D. C. U. S. Government Printing Office. 1948. Vol. 1. pp. 229-230.

(4) The fourth item of stabilization policy dealt primarily with the effect of wage rates on manpower allocation. Wage increases granted under this policy were very few.²

Originally War Labor Board policy permitted without limit the granting of fringe benefits. Wage increases for merit and length of service (called "individual increases") were treated similarly but restrictions were later applied to these and to fringe benefit increases.

THE CURRENT PROGRAM

A gap of only four years occurred between the end of wartime stabilization and the beginning of the present system of controls, to which we now turn.

Dr. George W. Taylor, upon his retiring from the chairmanship of the present Wage Stabilization Board, visualized the work of the Board as divided into (1) the "unscrambling" period and the "forward-looking" period.³

(1) In the "unscrambling" period three policies are being or will be put into effect. The first is the "catch-up" formula⁴ which permits increases in wage rates of ten percent above the level of January 15, 1950. The second is the base date abnormality policy which allows a date subsequent to January 15, 1950 to be used as a base for the ten percent increase if use of the January date would cause "hardship or inequity."⁵

The third unscrambling policy permits a "tandem" increase to a group of employees whose wage rates are usually tied to those of another group and which was denied an increase (following an increase to the other group) because of stabilization regulations.⁶

(2) The unscrambling provisions are "fast becoming obsolete." Their place is being taken by other provisions⁷ the most important of which is the escalator clause. Under the Board's revised Regulation No. 8 the wage rate can be tied to the cost of living, even by a plan put into effect after the wage freeze, provided it does not raise wages more rapidly than the cost of living rises. In this "forward-looking" period increases are permitted for merit or length of service and also "if necessary to meet manpower shortages in industries or plants vital to the defense program."⁸

COMPARISON OF BOTH PROGRAMS

This section will present some comparisons of the wartime (1942-1946) and the present wage stabilization plans from the standpoints of (A) the setting of each program, (B) administrative questions, and (C) stabilization policy.

² Ibid. Chap. 23. Also see John B. Parrish, "Relation of wage control to manpower problems," Chap. 5 in U. S. Bureau of Labor Statistics Bulletin 1709, *Problems and policies of dispute settlement and wage stabilization during World War II*, Washington, D.C. Government Printing Office, 1950.

³ Taylor, George W. "A report on wage stabilization," Aug. 29, 1951. *Labor Relations Reporter*. Binder 5, *Wages and Hours*, 1951 WH 1381-1389. Sept. 10, 1951.

⁴ In General Wage Regulation No. 6.

⁵ Ibid. Sec. 4.

⁶ General Wage Regulation No. 10.

⁷ For example, Nathans P. In a speech before a management conference at Wayne University, Sept. 20, 1951. Quoted in *Labor Relations Reporter*. Binder 5, 1951 WH 1401. Sept. 24, 1951.

⁸ Taylor, op. cit.

A. Setting of Each Program

The setting of each program can be examined on the basis of (1) condition of the economy, (2) maturity of collective bargaining relations, and (3) loyalty of the parties.⁹

(1) The beginning of wartime wage stabilization (October 1942) found our economy with about 1.5 million unemployed¹⁰ and a civilian labor force of about 54 million. The current wage stabilization program began (in January 1951) with about 2.5 million unemployed and a civilian labor force of 61 million. Actual production for World War II, however, began in 1939 with the number of unemployed at about nine million while at the beginning of the present stabilization program defense production had hardly begun.

The wartime program began virtually on the heels of the depression period while the present program is operating in the midst of the postwar inflation. The above figures, perhaps, indicate that current controls profited from experience and began use of wage stabilization before the pressure on wages, due to full employment, became too great.

At the peak of World War II forty-five percent of the gross national output went for national defense. According to present estimates current defense spending at its height will not be more than twenty percent of national output.¹¹

These facts and the probability of a long-continued semi-war period might show the need for a controls plan of limited severity, such as we now have. However, the extent to which inflation has already progressed requires that a halt be made before any relaxed controls are permitted.

(2) In the War period the split in the labor movement and the fact that collective bargaining was less widespread precluded the use which England and Sweden, for example, made of collective bargaining machinery for wage stabilization. In the period of the present program, although collective bargaining is more mature and involves more employees, and although the United Labor Policy Committee (until its recent dissolution) gave promise of uniting the labor movement, collective bargaining relations are still not such as to obviate the use of governmental machinery for wage stabilization. The extent of collective bargaining and its maturity have a tremendous effect on the normal pattern of wages and this, in turn, influences wage stabilization policy.

(3) In both programs the loyalty of labor, management and the public has been quite complete and it was only this loyalty which made operation of tripartite boards (composed of representatives of the public, labor and management) feasible. In the wartime program it made possible the practically complete observance of a no-strike, no-lockout pledge, and also resulted in substantial compliance with wage stabilization policy.

⁹ Dunlop, John T. "An appraisal of wage stabilization policies." Chap. 4 of BLS Bulletin 1009. op. cit.

¹⁰ Statistics on unemployment and labor force have been taken from various issues of monthly Labor Review.

¹¹ U. S. Congress, 82nd, 1st session. *Defense Production Act. Progress Report No. 7*. Washington, D. C. U. S. Government Printing Office. 1951. p. 343.

B. Administrative Questions

Comparison of the administration of the two programs involves these factors: (1) jurisdiction of agencies, (2) enforcement methods, (3) planning, (4) separation of wage from price controls, and (5) integration of wage stabilization and dispute settlement functions.

(1) In both programs a multiplicity of agencies administer policy with, however, one agency (the War Labor Board in the wartime period and the Wage Stabilization Board in the present) occupying a central position. In both programs separate agencies were provided to deal with problems in certain industries such as railways and building and construction, and the administration of salary stabilization was separated from wage stabilization. The Wage and Hour Division occupies the same place in both programs: it processes applications and reports, and makes interpretations.

(2) In both periods enforcement is through voluntary means primarily, although a penalty sometimes invoked is the disallowance for income tax purposes of from five to ten percent of payrolls which violate stabilization regulations.

(3) Like most other American attempts to regulate the economy, neither of the two wage stabilization programs was fully planned in advance. The wartime program did not spring full-blown. It had to be "adapted to the shifting phases of the wartime economy."¹² The present program, with much more experience to draw on, is in a better position to use planning. However, the disagreement between President Truman and Congress on basic economic control policy has made anything near optimum use of planning impossible.

(4) In the wartime program wage and price controls were virtually separate prior to V-J Day. "A wage change appropriate under wage stabilization standards was not, in fact, denied on account of probable consequences to price ceilings."¹³ After V-J Day, however, controls over wages and prices were closely related. In the present program the Defense Production Act requires that wages be controlled where prices are controlled.

(5) Integration of the wage stabilization and the dispute settlement functions has taken place in both programs. The WLB began as a disputes settlement agency and then later acquired the wage stabilization function. With the WSB, the wage stabilization function came first. Perhaps the fact that this integration occurred in both boards, even though starting at different ends, indicates its inevitability. If all wage changes are to be made within the framework of existing labor-management relations—an objective cited by at least one authority as prerequisite to successful controls¹⁴—this integration is necessary.

¹² Dunlop, *op. cit.*, p. 163.

¹³ *Ibid.*, p. 156.

¹⁴ Taylor, *op. cit.* Also see C. P. Dougherty, "Wage rate control standards," *American Economic Review*, 41:63-7, March

C. Stabilization Policy

After administrative questions are disposed of a consideration of wage stabilization policy, that is, the body of principles used in determining wage rate limits, is in order.

Comparison of the wage stabilization policy of the two programs is made on the basis of the following criteria: (1) use of a general wage freeze, (2) stabilization of wage rates rather than total earnings, (3) establishment of a series of limits, and (4) use of a time lag in the base date.

(1) In the wartime program a wage freeze, as such, was not used. September 15, 1942 was designated in the Economic Stabilization Act of 1942 and in Executive Order 9250 as a base date about which to stabilize wages rather than as a freeze date. In the present program, however, wages were actually frozen for a month at the level of January 25, 1951 until approval of the ten percent "catch-up" increase was put into effect.

(2) Should basic wage rates, that is, average straight-time hourly rates, be stabilized rather than weekly, monthly or annual earnings? In both programs the basic wage rate is used as the foundation for the stabilization structure. This is sound since an increase in production is desired, and to stabilize total earnings without cutting hourly wage rates would result in cutting either hours of work or piecework earnings, both of which would cut production. It is to be noted, incidentally, that wage stabilization regulations at no time *require* that wage increases be given but rather they set limits on allowed increases.

(3) In the operation of wartime wage stabilization a series of limits was established consisting of such things as the Little Steel formula, the substandard limit, interplant brackets and the limitations on fringe benefits.¹⁶ In the present program it appears that similar limits have been set with regard to substandards of living, (Regulation No. 3) the catch-up ten percent increase, (Regulation No. 6) and escalator clauses (Regulation No. 8) and that additional limits are anticipated.

The catch-up increase is quite similar to the Little Steel formula. The substandards of living limits are provided in the present program by the federal and state minimum wage laws, while in the wartime program they were set by the WLB. The interplant bracket limit as yet has no counterpart in the present program. It is likely that some limits will be set on fringe benefits. The escalator clause is a type of limit in the present program which was not found in the wartime program. This limit is set in each case by whatever approved cost-of-living index is used.

(4) Another facet of wage stabilization policy is concerned with the time lag between the beginning of stabilization and the base date. The Little Steel formula was established in May 1942 but rolled its base date back more than sixteen months to January 1, 1941. The present program's catch-up formula, established in February 1951, uses the date of January 15, 1950, about thirteen months earlier, as a base. The

¹⁶ Dunlop, pp. 163-167.

use of this time lag accomplishes a purpose: it permits examination of conditions after, as well as before, the beginning of the stabilization period. Then if the average increase in the cost of living since the base date is allowed as a wage increase, a rough measure of justice is attained. The time lag method has another advantage over use of a current date: it does not interrupt either a planned wage increase or pending negotiations over wages.

SUMMARY

The comparison presented has, perhaps, served to show some of the differences between the two programs, namely: that the war period began with a slack in the labor market not present at the beginning of the present mobilization period; that some difference in maturity of collective bargaining relations exists but that this difference has not affected wage controls significantly; that the present program has the advantage in regard to planning; that wage and price controls were separated in the wartime program but not in the present one. Another difference, and one which is more fundamental than those already mentioned, is the condition of a major shooting war in the first of the two periods, as compared with a limited mobilization and a limited war in the second.

Executive development plans have been inaugurated by some of our leading companies. At the same time, in the majority of organizations, the mere idea that any executive is in need of development, or improvement of any kind, is heresy. And for most personnel men, the subject of executive improvement is strictly taboo. Here is a plan which has produced results in this important field.

Executive Development— The Personnel Man's Challenge

BY MORRIS I. PICKUS, President, The Personnel
Institute, Inc., New York.

THE extreme need for executive development and successor management was pin-pointed by the president of a large company at the recent annual convention of the American Management Association who said, "The greatest shortage of all is the shortage of qualified managers. This shortage has arisen because, in the past quarter of a century, we have been so busy combating the depression and winning World War II that top management has neglected its responsibility for proper long range planning on the subject of leadership."

In line with the definition, "A manager is a person who gets things done through people," there are approximately 4,500,000 managers in this country. The intelligence, the attitude, and the individual initiative exemplified by this group of nearly 5 million is, in large measure, responsible for the attitude of the remaining 58 million individuals on our present work force.

FOUR KINDS OF MANAGERS

Managers—and in that classification, I take in everyone from the first line supervisor to the chairman of the board—can roughly be divided into four classes:

1. *Brilliant and Industrious*

This class is smart and hard working. They make excellent top and middle management executives and provide maximum service to their superiors.

2. *Brilliant and Lazy*

This class is the rarest and, in the present day economy, the most valuable.

These men make the best officers at the top management level. Their tendency to avoid troublesome and time-consuming details enables them to maintain a necessary perspective. Their plans tend to be simple, direct and successful.

3. *Stupid and Lazy*

Usually these managers are in the minority. In most well run organizations they have been weeded out. Those that remain can be used on minor tasks. At least, these managers will do no great harm.

4. *Stupid and Industrious*

This fourth class of management is the greatest in number and by far the most dangerous. Great damage may result from their actions. In backing ill-advised plans with zeal and energy, they may induce disaster. They are, in the main, responsible for the friction between rank and file and top management. These men, above all, need a comprehensive personal improvement program.

Survey after survey have all pointed toward the inescapable fact that an astonishingly high percentage of American management personnel can be put in Group Four—Stupid and Industrious. It is this group of managers who have not grown up to the responsibility of their management jobs, and who constitute today a direct menace toward long-range planning and the sound building of company profits. Inertia and habit combined, plus lack of effective communication at all levels of management, ultimately force the majority of management personnel into this dangerous classification.

WE MUST DEVELOP MANAGERS

What is being done to develop managers? Many companies have set up executive development departments. Notably, some of the big oil companies and utilities have instituted such departments. However, a recent survey indicates that 95 percent of the generally well managed companies have no plan for executive development. To be sure, these companies have a foreman training program, patterned after the war-time TWI programs. They may also send a couple of men to Harvard each year for the thirteen-week management course. On the whole, these efforts fall far short of the great need.

Recently, The Personnel Institute Research Staff completed a survey based on a new type of merit rating, created by the Institute, which is titled "Management Appraisal of Supervisory Performance."

In this four-page appraisal there are two questions that clearly reveal the amazing lack of interest of top management in his individual manager's personal welfare.

1. *What particular aspects of his job performance does this manager recognize as needing improvement?*

Ninety-six percent of immediate superiors could not answer that question. The common statement was, "I DON'T KNOW."

2. *What is he doing on his own to improve himself?*

Ninety-nine percent of the immediate superiors stated, "*I DON'T KNOW.*"

Why shouldn't the immediate superior know what aspects of his job performance the individual manager recognizes as needing improvement?

Why shouldn't the immediate superior know what the manager is doing on his own to improve himself?

I suspect the reason why is because, up until now, top management has not particularly concerned itself with whether or not a man was improving himself by a planned program, either on the job or off the job. In the excellent Harvard University book, "*Individual Initiative in Business*," it has been pointed out that individual initiative is a phenomenon of extraordinary significance in the United States. The president of Proctor and Gamble, Mr. Neal H. McElroy, in opening his chapter in this book, stated that "Initiative is probably the most important single force in the development of an individual, a company, or a nation." We must be concerned about the development of this, and other executive qualities because the final solution of social as well as business problems must rest in the hands of people who know how to get things done, who know how to exercise executive authority.

QUALITIES OF GOOD MANAGERS

How do you develop initiative in an individual? How do you develop executives who know how to get things done and how to exercise executive authority? In other words, what makes a good manager? What makes a good leader? A recent and very thorough survey of the books and articles on the subject of leadership, gives us these major conclusions:

1. *A Manager Must Have Above-Average Mental Ability*

There is a positive relationship between mental ability and leadership. There seems to be no support, however, for the thesis that the more intelligent the leader, the better leader he is. Rather, it may be concluded that the manager is generally a shade more intelligent than the average of his followers.

2. *The Manager Must Be a Well Rounded Individual*

He must have a wide, general knowledge, a large number of aptitudes, and he must be broadly interested not only in the work with which he is directly connected, but in all of the affairs of the setting in which he is placed. A good manager is extremely curious-minded and is an omnivorous reader.

3. *A Good Manager Must Have Language Facility*

One of the most interesting research findings has to do with the ability of the manager to speak and write fluently. Virtually all studies of leadership have found linguistic skill to be one of the principal skills of the successful manager. After all, speech is a primary medium of communication and communication is of utmost importance to the successful leader.

4. *Maturity*

Another significant result of scientific studies on management is that the

effective manager is mentally and emotionally mature. He has grown up. He must become detached and objective in his thinking and actions. A good manager is relatively free from prejudice, is comparatively self-sufficient and is well-adjusted to life.

5. *Personal Motivation Most Important*

Inner drive or motive power is the important element which propels the successful manager. A manager has a strong will to accomplish. He likes and gets great satisfaction from his work. He has a strong urge to excel and to move up and onward. He has a marked inclination to be original and to use his own initiative. Ambition, perseverance, courage, industry, forcefulness and initiative are the six essential personal qualities of successful management.

8. *Social Orientation*

A leader must accomplish things through others. To secure desired results he must learn the secret of getting others to cooperate willingly with him. A recent study reported that executive leadership was closely related to membership in social and professional organizations. It was found that the number of social and professional organizations to which the manager belongs increases with the level of the position which he holds. Another study reveals that the more successful foremen in one of America's largest industries tend toward hobbies involving social activity.

7. *Administrative Skills*

A successful manager is marked by his ability to plan and organize the work of others rather than by the amount of work he does himself. It has been reported that a tendency to deal too much in detail, inability to see larger issues, and lack of vision can contribute to the failure of managers. Ability to inspire and teach, ability to make decisions and a creative imagination have proved to be important marks of a successful manager.

These seven qualities of good leadership apply at all management levels. However, it is my recommendation that they first be applied at the top management level and at the middle management level.

REQUIREMENTS OF A GOOD MANAGER DEVELOPMENT PROGRAM

Recently, in a plant in Detroit, employing 1500 personnel, the general works manager indicated that he had 32 men at the divisional superintendent or foreman rank who desperately needed a continuous and well integrated Personal Improvement Program. A number of executive development programs have developed and put to work with varying degrees of effectiveness. The lessons derived from their successes and failures enable us, at this time, to state the four specific criteria which must be met by a sound management development program.

1. *Must Be Tailor-Made*

The Executive Development Program must be tailor-made *for individual*

managers. It must be based on the fact that no two managers think alike, look alike, or manage alike. In order to aid an individual manager, we must know the specific functions of his particular job. We must know his attitudes toward that job. We must know his goals, aspirations and ambitions and much that pertains to his social life, his home life and his work life.

2. *Must Follow Through on a Continuous Yearly Basis*

The program must include follow-through for many years. Most executive development programs are limited because they involve an initial impetus but do not provide for follow through. For full effectiveness, at least 75 percent of the program should be concerned with follow-through and only 25 percent with the introduction of the plan.

3. *Must Have Top Management Participation*

The plan must be endorsed, supported and actually participated in by top management in two ways:

- a. All top management actively go through the same improvement program they recommend for other members of the management group.
- b. At regular intervals and using definitely prescribed methods, top management communicates with middle management and works shoulder to shoulder in aiding middle management to the successful completion of this program.

Experience has proved that much of the failure of executive development programs stems from the fact that these two basic requirements were not followed.

4. *Must Have Motivation for Continued Learning*

The program must instill the habit of mental alertness and motivation for *continued* learning. Executive competence requires both open-mindedness and an interest in learning new ideas. A wish for growth and a fear of stagnation must be made a part of management's daily thinking, so that the benefit of executive development continues to produce results on a long term basis.

A SUCCESSFUL PROGRAM

The Personnel Institute has developed and has installed in various companies a program known as the MANAGEMENT ACHIEVEMENT PROGRAM. This new Program of Executive Development for Managers is different because an *individual growth prescription* is prepared for each manager. It is designed as a continuous lifetime program of personal analysis and development. It is designed to create a desire for added personal improvement in the manager. There are five special features of the Management Achievement Program. These features are unique among executive development plans.

1. *The Manager's Strengths and Weaknesses Are Analyzed*

At the inception of the program, the newest and most searching methods are used in evaluating the strengths and weaknesses of the Manager. These

methods combine self-analysis, careful ratings by superiors, and objective test measurements.

2. *A Complete, Tailor-Made Plan For Self Improvement Is Established*

Immediately after the Manager's strengths and weaknesses have been evaluated, a self-improvement program is established. This program sets up specific goals to be reached during the year. Self-improvement activities are of the following types:

- a. *"On-The-Job" Activities.* Under the supervision of The Personnel Institute, the Manager himself plans and organizes his on-the-job activities for a 12-month period. He is helped to:
 - i. Take stock of himself and his job.
 - ii. Organize his work plans and functions for the year.
 - iii. Learn how he stands in the judgment of management with respect to his ability to carry out his job duties.
 - iv. Formulate his work goals and plans.
 - v. Secure assistance of management in the growth of his effectiveness in carrying out his job duties.
- b. *"Off-The-Job" Activities.* These are activities designed to aid him in the growth and development of his *personal qualities*, in the more effective utilization of his strengths, and the overcoming of his weaknesses. These activities include:
 - i. A planned reading program in such fields as human relations, supervisory skills, personality development, improvement in job skills, and other areas appropriate to the manager's needs.
 - ii. Recommended courses.
 - iii. Recommended club, organizational and other outside activities.
3. *Close Communication Between the Manager and His Superior Is Insured*

On five separate occasions during the year, the Manager and his superior meet to discuss the progress of the Personal Improvement Plan.
4. *Constant Follow-Through Between the Manager and Consultant Is Maintained*

A trained consultant is assigned to each Manager participating in the program. Throughout the year, this consultant continually corresponds with the Manager. He makes regular check-ups every few weeks to measure the extent of the Manager's progress in reaching his goals.
5. *Measurement of Progress Provided At Various Stages*

Continual check-ups of the manager's accomplishments in specific activities are made throughout the year. In addition, on three separate occasions after the inception of the program, he is asked to complete a formal report on his progress in both "on-the-job" and "off-the-job" activities. At the end of the year, the Manager is asked to re-appraise himself, and he is also re-appraised by his superior. The superior reviews the entire Management Program with the Manager and indicates his approval by awarding a

CERTIFICATE OF MANAGEMENT ACHIEVEMENT to the individual Manager.

SOMETHING MUST BE DONE

I have detailed this Management Achievement Program because here is a program which the personnel manager can wholeheartedly recommend to top management.

The most precious assets of any company are its managers. Surely, no effort can be too great to improve these managers and thus lead to an improvement in their work effectiveness. It is alarming that supervisors will worry about the condition of their physical plant and will not think twice about their human resources. We have found that many managers cannot even list their job functions in order of their importance. We have found that there are often no arrangements for a manager to discuss his grievances with superiors. We have found an appalling lack of communication among managers.

When we hear about our national resources being depleted, or about our physical resources being wasted, we know enough to take action. Much more important are our key human resources—our managers. To permit its managers to become inadequate because of a lack of a program of Management Improvement is a folly which the companies in this country must not permit themselves.

This is the second part of an article which began last month. Mr. Arthur E. Laney, Jr., of the Personnel Department of the Washington Gas Company, reports that 95% of the 1951 Progress Reports have been completed; an unusual record.

Employee Progress Report Plan: Part II

Washington Gas Light Company, Washington, D. C.

B. FROM THE NATIONAL INDUSTRIAL CONFERENCE BOARD'S REPORT*

1. The interview should be held on company time and in private. Plenty of time should be allowed (half an hour at an absolute minimum), and the conferees should be free from interruptions, undue strain or pressure.

2. The supervisor must himself be convinced of the value of the interview, and make his conviction clear to the employee. It is almost an impossibility to sell anything on which one is not sold oneself.

3. The supervisor should be thoroughly prepared. He should know why he has made the notations which he has on the form and be prepared to explain them. He should have reviewed the employee's duties and be ready to discuss any aspect of his job. He should have organized a simple, straightforward plan of presentation which suits the individual employee and the circumstances.

4. The employee should be put at his ease. Some companies suggest that interviews be begun by remarks about the employee's hobbies or interests, or by commendation for good work. Other concerns believe that if the initiative for the interview is left in the employee's hands, he will not be likely to feel he is going to be "bawled out" and will be likely to feel more at ease.

An extremely important factor is that he see the value of the interview and that his lively interest in the subject matter be aroused. As soon as he starts to think and talk for himself, he probably will forget his self-consciousness.

5. The discussion should be based on observed instances of job behavior, not on the worker's personal characteristics as such. Employees will be more likely to recognize the validity of criticisms made on the former basis than they will of

* From "Studies in Personnel Policy, No. 19, Employee Rating—Methods of Appraising Ability, Efficiency and Potentialities," National Industrial Conference Board, Inc., 247 Park Avenue, New York.

apparently irrelevant remarks about their own "potentiality" or "cooperativeness" or "attitude."

6. The employee should be encouraged to question appraisals and explain obstacles that may have prevented effective performance. Only if the supervisor knows what an employee thinks and feels will he be able to offer him constructive help.

7. The employee should be advised of good points as well as poor ones, commended for past improvement as well as told where future improvement is possible.

A fundamental object of the discussion should be to keep intact his self-respect and increase his pride in his work.

C. FROM OUR SUPERVISORY EMPLOYEES

1. Don't Over-Emphasize the Form!

The progress report form should be in front of you and you may want to glance at it from time to time to make sure you are covering all the items. However, avoid *reading* to the employee from it. Reading it to him may make the man feel that he is on trial and that you are the judge handing down a sentence.

Put the items on the form into your own words. Keep the interview friendly, natural and informal. The important thing is your *conversation* with the man. Keep it conversational!

2. Encourage the Employee to Express *His* Reaction

As you cover each main point, invite the employee to give you his slant on it. (Some supervisors find it even pays to ask the employee for his slant *first*!) *Don't* say: "Do you agree?" Ask: "How do *you* feel about that, Joe?"

Often it is a good idea to let the employee offer some plan for improvement—rather than giving him your ideas. Being human, he will be more likely to carry out the things *he* thinks up—and this is a way of helping to keep his self-respect intact.

Should you decide to revise any of the statements which you have on the form because of what the employee says, do so in his presence. That is one reason why the interview copy of the form is prepared in pencil.

3. Summarize!

After all the points have been discussed, best results can be obtained by summarizing the strong points and the weak ones. This will enable the employee to carry away, in 1-2-3 order, the main things which you and he have worked out for him to try to improve on.

4. Give Him An Opportunity to See the Form

After you have covered all the items on the form and worked out a plan for improvement with the employee, let him see what is going in his record—if he wants to.

You might say something like:

"As you know, Bill, we have a regular form which each supervisor uses in considering a man's work. It's called a Progress Report and is sent over to the Personnel Department to be filed in your folder. We have already discussed everything that's on the report, and some other things as well. Would you like to glance over it?"

Note: Should the employee ask for a copy, tell him that the report is confidential but that he can see it any time he wants to—either by asking you to show him your copy, or by going to the Personnel Department.

Chart developed in the training conferences:

HOW TO DISCUSS REPORT WITH EMPLOYEE

1. Plan the interview

Decide on time and place, get all the facts, plan the approach to suit the individual.

2. Put the employee at ease

Talk first about his outside interests or about the general idea of the progress interview. Be friendly!

3. Explain fully the purpose

Each time be sure to point out one or two ways in which it benefits *him*.

4. Talk about good points first, then cover each point in detail

Avoid *starting out* on a weak point.

5. Summarize strong and weak points and develop plan for improvement.

WHAT TO DO AFTER THE INTERVIEW

Fill out the "record of interview," at the bottom of the form. This is a record of employee reactions, for future reference.

Then take a pen (or, if you prefer, a typewriter) and personally transcribe the exact information from the penciled copy to the other copy of the form.

The penciled copy can then be locked up in the confidential files of your department head, where it cannot be seen by other employees but where it will be available for future supervisory reference.

The other copy should be routed—through your immediate supervisor—to the Personnel Department, where it becomes a part of the employee's permanent record. This copy is "due" in the Personnel Department within 30 days from the date you received the forms.

IN CONCLUSION

Progress reporting is *easy* when it is kept up to date; difficult when the forms are allowed to accumulate. Regardless of the pressure of other work, make it a point to keep up to date with the forms as you receive them. Don't let them pile up and become burdensome. Progress reports are good supervision and good supervision is always necessary.

The fact that most employees look forward to their progress reports is a tribute to the leadership ability of their supervisors. It also indicates the soundness of our

management policy that, in addition to friendly, constructive, day-to-day supervision, employees are entitled to periodic summaries of how they are getting along and what they can do to improve.

Editor's Note:

The emphasis in this plan is on (1) comparing the performance of the individual employee against what may be expected of him as a particular individual, and (2) the fullest development of the relationship between supervisor and employee by means of a mutual discussion of the rating. Not fully solved, perhaps, is the problem of how to get certain supervisors to rate and interview properly. Only skillful, individual training will accomplish this, and not always then. The two problems of rating reliability and of forcing supervisors to make genuine distinctions between the best and the poorest employees are not dealt with directly. It is, nevertheless, one of the most practical of all rating plans, and it has been very successful in operation.

About the Authors

Lee W. Cozart has been Personnel Director of the Hechinger Company for one and a half years. He has a BA degree in Psychology from The American University and an MA degree in Personnel Administration from The George Washington University. He is the author of several articles that have been published in the *Journal of Applied Psychology*, *Journal of Educational Research* and *Systems*.

E. Noah Gould for the past four years has been teaching personnel management, industrial relations and economics at Rensselaer and before that at Drexel Institute of Technology. He has also done consulting work with business and industrial firms on problems of wage administration. He has an MA degree from the University of Pennsylvania. The material for this article was gathered during his work for his doctorate. He had several years of work in industry and is now a member of the arbitration panel of the American Arbitration Association.

Morris I. Pickus has just completed his 17th year as President of the Personnel Institute, Inc. of New York City. He is the author of "How To Grow Management Brains" and The Personnel Institute Handbook of Hiring and Improvement. Mr. Pickus has an outstanding national reputation as an authority on executive analysis and development, sales management and management problems dealing with selection, training and supervision of manpower. He is well known as a speaker.

The Art of Conference

By Eileen Ahern

Last month we reviewed Stuart Chase's exciting new book, *ROADS TO AGREEMENT* (Harper & Brothers, New York, 1951) and reported some of his experiences and thoughts on the work social scientists are doing in developing conference methods. Here now is a whole book devoted to this subject alone, a book expertly written in the simplest language, and one which is not merely about conference methods but which is really a handbook for conference leaders and participants. This new book is *NEW WAYS TO BETTER MEETINGS*, By BERT AND FRANCES STRAUSS (The Viking Press, New York, 1951, 177 pages).

Like Mr. Chase, the authors participated in the National Training Laboratory in Group Development at Bethel, Maine. Spending a vacation there in 1947, Mr. Strauss's enthusiasm for the new approach to conferences, based on research, was so strong that he has spent a great deal of time ever since to leading discussion groups and teaching evening courses on how meetings can use the abilities of all members. This is the goal, of course, of good conferences. Mr. and Mrs. Strauss show how people with various attitudes towards meetings can develop into participants who really contribute something to a meeting. Anyone who is aware that his attitude, typically, is one of the following can learn a lot from this book. It is difficult to give the full effect of the authors' delineation of the various "nuisance types" and "destructive types" particularly because the wonderful and hu-

morous illustrations drawn by Thomas Hutchens make the reader face his particular type squarely and get a laugh out of it at the same time. The authors' word-pictures are good, too, and here are a few examples.

Pigeonholer. All through the meeting he's busy indenting 1 under A. He carries small notebooks with him for this purpose. He hardly hears what's going on because his mind is on these notes. What he will ever make of them is a secret—from him too.

Hair-splitter. Too orderly-minded type. Can't function unless he has definitions. Everything has to be named, labeled, and packaged.

Eager Beaver. Wide-eyed enthusiast. "This just occurred to me . . . I haven't thought it out yet, but . . ."

Doubting Thomas. The head-shaker, the "I-don't-think-it-can-possibly-work" type. Akin to "I-don't-think-they'll-like-it" type.

Superior Being. Looks down his nose at the whole affair. Studies fingernails throughout meeting. Noncommittal, non-participating. Doesn't want to be bothered.

Wise-cracker. Fancies himself as the group clown, that needed "light touch." Brags, tells stories, always thinks of "a good one you ought to hear—fits right in to what we're talking about."

Blocker. The mule. Goes farther than the Doubting Thomas. He not only doubts: he balks. It takes a major fire to get him to move.

Always Vulnerable. Interprets every disagreement as a personal attack. Wastes group's time defending himself and explaining. Much later will come back to it by saying, "That's exactly what I meant when I said . . ."

There is more to leading a conference, however, than overcoming an authoritarian attitude. This book is very valuable in helping the person who has to conduct a meeting, or a series of meetings, to plan and evaluate the work. In addition, both chairmen and those who just participate in meetings—which is most of us, though anyone is likely to have to chair a meeting from time to time—will find an excellent analysis of how groups behave, the dynamics of what takes place when people get together in a meeting, and how a good conclusion can be forged.

The chapter on how change comes about through the process of conference is excellent. People who lead meetings, either in business organizations, or in their communities, and most of those who attend such meetings, often do so because they want to improve a situation. Thus if the meeting is to be successful, it must change the thinking and habits of the people involved, but stimulating that kind of change is one of the most difficult things in the world. Most people don't want to change. Changes, also, usually upset some of an organization's traditions or customs, or those of some individuals. They may also affect the advantages exclusively enjoyed by part of the organization, or some members of it. To stimulate change under these conditions, chairman should know what resistance to expect and how to make others aware that changes are needed. It is desirable for those who participate in meetings to understand this problem, no matter what situation they personally may be in with respect to any particular meeting. As Mr. and Mrs. Strauss put it, the process of creating change is a kind of spiral. It usually starts with one person who is able to help a few others under-

stand, accept, and develop the needed ideas. Then that small group goes through the same process with a larger group, and so on until all are reached.

The authors present a helpful checklist for analyzing a situation in order to change it. These questions deal with making an appraisal of the situation, planning the change, putting the plan into action, and evaluating what has been done.

The appendix to the book includes some very interesting material. First, there is a sample structure and content for a recorder's record. A recorder is a member of the group whose role is to observe and make notes, not on the discussion, but on how the group discusses. For any group of people who want to really develop their capacity for working efficiently in meetings, this is one of the authors' most helpful suggestions. In a meeting they describe in detail, the person who is assigned to the role of recorder shows what a leader can do, constructively, with the person who talks so well and has so quick a grasp of problems that he scares the others into silence. This, of course, prevents the group, or at least blocks and delays it for a long time, from developing a decision in which all have participated, that is, usually, a decision better than any one member of the group, no matter how capable, can contribute out of only his own resources. The role of recorder, in the meeting the authors describe, keeps such a person from saying anything, but he doesn't mind, for he is functioning efficiently and happily in his solo position. He maintains a record of the problem to be dealt with, the facts and obstacles in the picture, the analysis of the situation and what must be done to bring about a change so that a decision can be reached by the group.

The authors include other outlines for chairmen and others. There is also a good bibliography, and an index. This is one of the best books available on how to hold successful conferences.

Other Book Reviews

LEARNING THROUGH DISCUSSION. By Nathaniel Cantor, Human Relations for Industry, Buffalo 2, New York, 1951. 108 pages.

The industrial training director is usually the product of the public school system and has gone directly to industrial training from high school or college teaching, or he may have come up through the ranks and been assigned training as the outgrowth of educational activity in his plant. By coming up through the ranks, we mean he may be the product of manufacturing, sales, engineering or other normal industrial activity. In both cases, he will have had either considerable academic background, normal teaching activity, or will have acquired a considerable practical business experience. In either case, the author of this book implies he will probably teach in the traditional way. Cantor cites from Kelly's book, "Education for What Is Real." In this citation he lists nine assumptions which most of us who teach in the traditional way make about education and then discusses them in detail. These nine assumptions are:

1. It is assumed that the teacher, the authority, knows what is true and essential.
2. It is assumed that subject matter taken on authority is educative in itself.
3. It is assumed that education can be gotten through disconnected subjects.
4. It is assumed that the subject matter is the same to the learner as to the teacher.
5. It is assumed that education prepares the student for later life rather than that it is a living experience.
6. It is assumed that the teacher is responsible for the student acquiring knowledge.

7. It is assumed that it is more important to measure what has been learned than it is to learn.
8. It is assumed that knowledge is learning.
9. It is assumed that education is primarily an intellectual process. This assumption is a corollary of the previous one. The real interests, needs, and motivations of students are emotional, not intellectual.

The conclusion which is deduced from the discussion of these assumptions is that they are all "fallacies."

Cantor then proceeds to develop his next five chapters which cover primarily the "new approach" or the "mental hygiene approach" to learning. He says, for example,

"This chapter presents a different approach to learning. The ideas rest on the conclusions and insights of the past thirty years' work in the fields of psychiatry, social work, mental hygiene, and clinical psychology. There is sharp difference of opinion between various 'schools' of psychiatry. The 'principles' of mental hygiene and 'clinical psychology' are not uniformly ascribed by all specialists in the field.

"We will not be concerned with the differences between but will deal with the common solid core of agreement on the part of all students and practitioners in the various allied areas of personality development. The ideas may be expressed in different language. That is relatively unimportant. It is important to note that the fundamental processes of learning to be described are generally accepted today by the large majority of clinicians."

Cantor also indicates his belief that the most important thing involved in learning is the desire of the individual to want to

learn. Implicit in this statement is the fact that "no one can be taught anything." Fundamentally, people learn because they want to learn. Therefore, the most important value of the "teacher" is his assisting the individual in learning. These few sentences have a tremendous implication for the training work which we in industry are doing.

This new volume by Cantor, only 108 pages long, should be read several times by every man who professes to be concerned about industrial training problems. When this book has been read, he then ought to go back and read Cantor's previous book, "The Dynamics of Learning." One word of caution: the reader should not expect to find in this book a list of sterile rules of conduct for the training director. This book is as dynamic as the ideas presented. It is also a very real challenge to every person who is teaching in our colleges and high schools. If every teacher, educator and industrial training man could apply one-half of the ideas presented we would have a revolution in this country and progress to a degree almost impossible to calculate.

Howard P. Mold

Minneapolis—Honeypwell Rngister Co.

SOURCES OF ECONOMIC INFORMATION FOR COLLECTIVE BARGAINING. By Ernest Dale. American Management Association, New York, 1951. Research Report No. 17. 225 pages. \$3.00.

The development of collective bargaining has been accompanied by a parallel development in the quantity of economic data required by the parties. An examination of the facts provides the best basis for reaching an agreement which is fair to both sides. Professor Dale has performed a very useful service in compiling the sources of pertinent information. The material is organized in terms of the major criteria which have become widely used in collective bargaining and arbitration proceedings: the cost of living, family budgets, productivity, compara-

tive wage rates, and ability to pay. Under each heading there is a brief discussion of the available indexes and, in some instances, of the arguments that may be used in connection with such data. A careful perusal of this volume provides a very helpful background against which to frame the company's own statistics and experience.

The one area which is not covered in this handy volume is the general picture of the national economy. A compendium of economic series with a discussion of their adequacy or inadequacy in this general area would require another pamphlet of the size of Mr. Dale's. Attention is called to this fact not by way of criticism of the materials covered, but to indicate that this other area also is important. This latter factor is particularly important in national wage cases. It is relatively much less important in connection with local cases.

This reviewer has a rather complete familiarity with the literature in this field. A careful examination of the various sources and statistical series referred to indicated no important omissions.

This volume will prove invaluable to collective bargainers on both sides of the table. This book will not do the job of collective bargaining, but it will provide very valuable leads for those who are interested in doing their bargaining on a factual rather than emotional basis.

Jules Backman

New York University

Recent Books

THE ART OF ASKING QUESTIONS. By Stanley L. Payne. Princeton University Press, Princeton, N. J., 1951. 249 pages. \$3.75.

Everyone who has had or may have occasion to conduct employee attitude surveys or other types of opinion polls should

take the time to read this book and to ponder the author's advice about asking questions so as to evoke answers that reflect the true opinions. The use to which this book may be put is not limited to its own field. Obviously, it is equally helpful to those who interpret opinion polls, or whom others seek to influence by the results of such polls. This, of course, includes nearly all of us. We think the book could be put to excellent use by conference leaders, too.

From the many examples the author cites, and the case accounts of polls which have produced widely divergent results because of what appear to be only superficial differences in the wording of the questions, it becomes clear that the wording and phrasing of a seemingly simple question directly influence the "findings" which result. The author also reveals much about the nature of language and words, and a good deal about the public who must answer the poller's questions. Written in an informal and highly interesting style, this book covers, among other subjects, the three basic types of questions, a list of 1,000 everyday "problem" words, the leading or "loaded" question, and the possible influences of punctuation. The author has had long experience in the field of survey-taking, having worked with the U. S. Bureau of Labor Statistics, the Bureau of the Census, and with Opinion Research Corporation in Princeton, and the results of that experience, which the personnel practitioner might well wish to draw upon, are all made available in this book. It is a very well-written book, and the typography and layout contribute to its simple effectiveness.

SIX WAYS TO GET A JOB. By Paul W. Boynton. Harper & Brothers, New York, 1951. Third Edition. 136 pages. \$2.00.

Personnel managers who are asked for advice by job seekers, or who sometimes volunteer it in the case of rejected applicants, will be interested in this helpful guide, written by the Supervisor of employment of the Socony-Vacuum Oil Company, New York City. In this third edition, the author has added new chapters describing the principal occupational fields and how to evaluate aptitudes for them. A new section is also included on the increasingly important subject of "New Jobs for Older Men." The suggestions offered in this book are both concrete and practical, and are based upon the author's thirty years of experience in the employment field. They will be valuable both to beginning workers and to those who want to find a better job.

THE WORKSHOP WAY OF LEARNING. By Earl C. Kelley. Harper & Brothers, New York, 1951. 169 pages. \$2.75.

This book describes a new educational method which will be of interest to industrial training managers for in-company training purposes, since it has been used very successfully in formal training for personnel work and business administration, as well as in other fields. The heart of the workshop method detailed here is to place responsibility for learning on the trainee and to develop self-confidence in his own learning ability through group participation. This book is in effect a vigorous criticism of the lecture method of training and teaching which is still in widespread use in industry and elsewhere.

In Perspective...

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

ARE WORKERS HUMAN? By Gordon Rathay Taylor. London: The Falcon Press.
1950.

Reviewed in *Human Relations*, November 1950.

Reviewed by John Munro Fraser in *Psychology at Work*, September 1950.

THE DEVELOPMENT OF THE AMERICAN GLASS INDUSTRY. By Pearce Davis.
Boston: Harvard University Press. 1949.

Reviewed by Donald L. Kemmerer in the *Annals of the American Academy of Political and Social Science*, January 1950.

Reviewed by John P. Miller in *Journal of Political Economy*, February 1950.

THE DYNAMICS OF BUSINESS CYCLES. By Jan Timbergen. Trans. by J. J.
Polak. Chicago, University of Chicago Press. 1950.

Reviewed by David McCord Wright in *Journal of Business*, January 1951.

Reviewed by R. A. Gordon in *American Economic Review*, May 1951.

ECONOMICS AND THE PUBLIC WELFARE. By Benjamin M. Anderson. New
York, D. Van Nostrand Co. 1949.

Reviewed by E. A. Goldenweiser in the *American Economic Review*, December 1950.

Reviewed by Alfred Bonnemann in the *Southern Economic Journal*, April 1950.

Reviewed in the *Saturday Review of Literature*, January 28, 1950.

Reviewed in the *Magazine of Wall Street*, December 3, 1949.

INCENTIVES AND MANAGEMENT. By R. P. Lynton. London: Routledge and
Kegon Paul Ltd. 1949.

Reviewed by Harry G. Maule in *Psychology at Work*, January 1950.

Reviewed in *Human Relations*, Winter 1950.

YOUR JOB. By Fritz Kaufmann. New York: Harper and Bros. 1949.

Reviewed by Ruth M. Kellogg in *Industrial and Labor Relations Review*, January
1950.

Reviewed by Lazare Teper in *Labor and Nation*, January-February 1949.

ECONOMICS AND PUBLIC UTILITIES. By Eli Winston Clemens. New York, Appleton-Century-Crofts Inc. 1950.

Reviewed by J. Rhoads Foster in the *Annals of the American Academy of Political and Social Science*, January 1951.

Reviewed in the *Journal of Accountancy*, September 1950.

Reviewed in *Trained Men*, November-December 1950.

Reviewed in *Forbes*, August 1, 1950.

THE GROWTH AND DEVELOPMENT OF EXECUTIVES. By Myles L. Mace. Boston: Harvard University Press, 1950.

Reviewed by Arthur L. Tackman in *Personnel Administration*, November 1950.

Reviewed in *Psychology at Work*, January 1951.

LABOR PROBLEMS AND LABOR LAW. By Albion Guilford Taylor. New York: Prentice-Hall. 1950.

Reviewed in *Labor Law Journal*, December 1950.

Reviewed by A. Morgner in the *Annals of the American Academy of Political and Social Science*, July 1950.

MAN THE MAKER: A HISTORY OF TECHNOLOGY AND ENGINEERING. By R. J. Forbes. New York: Henry Schuman, Inc., 1950.

Reviewed by John W. Oliver in the *Annals of the American Academy of Political and Social Science*, January 1951.

Reviewed by William S. Ogburn in the *American Sociological Review*, December 1950.

Reviewed by Paul Oehser in the *American Historical Review*, January 1951.

Reviewed in *Scientific American*, December 1950.

Reviewed by Paul Oehser in the *Saturday Review of Literature*, January 20, 1951.

Reviewed by Roger Burlingame in the *New York Herald Tribune*, January 21, 1951.

Reviewed by E. F. Church in *American Society of Mechanical Engineers*, March 1951.

PERSONNEL MANAGEMENT: ITS SCOPE AND PRACTICE. By C. H. Northcott. London: Sir Isaac Pitman and Sons, Ltd. 1950.

Reviewed by H. J. Lovely in *Psychology at Work*, September 1950.

Reviewed by Milton Mandell in *Personnel Administration*, July 1947.

PSYCHOLOGY OF LABOR-MANAGEMENT RELATIONS. Edited by A. Kornhauser. Champaign, Ill.: Industrial Relations Research Association, 1949.

Reviewed by John P. Foley, Jr. in the *Journal of Applied Psychology*, February 1951.

Reviewed by B. J. Winer in *Personnel Psychology*, Spring 1951.

STRIKE STRATEGY. By John Steuben. New York: Gaer Associates Inc. 1950.

Reviewed by Phillips Bradley in *Management Review*, April 1951.

Reviewed by John Newton Thurber in *Industrial and Labor Relations Review*, July 1951.

THE SOCIAL RESPONSIBILITY OF MANAGEMENT. Chase, Ruttenberg, Nourse, & Given. New York: New York University, School of Commerce, Accounts and Finance. 1951.

Reviewed by John M. Pfiffner in *Management Review*, May 1951.

Reviewed in *Modern Industry*, March 15, 1951.

TEAMWORK IN INDUSTRY. By F. J. Burns Morton. London: Chapman and Hall Ltd. 1949.

Reviewed by Mrs. Wallace Clark in *Management Review*, June 1951.

Reviewed by H. A. Somervell in *Psychology at Work*, March 1949.

WARTIME EXPERIENCES OF THE NATIONAL LABOR RELATIONS BOARD 1941-1945. By Fred Witney. University of Illinois Press. 1950.

Reviewed by Morris Weisz in *Labor and Nation*, Spring 1950.

Reviewed by John V. Spielmans in *Journal of Political Economy*, June 1950.

PUBLIC PERSONNEL ADMINISTRATION. By William E. Mosher, J. Donald Kingsley and O. Glenn Stahl. New York: Harper & Brothers. 1950

Reviewed by Milton M. Mandell in *Public Administration Review*, Winter 1951

Reviewed by Wallace S. Sayre in the *Annals of the American Academy of Political and Social Science*, May 1951

TRADE UNION WAGE POLICY. By Arthur M. Ross. University of California Press, Berkeley. 1949

Reviewed by Nathan Belfer in *PERSONNEL JOURNAL*, November 1949

Reviewed by Melvin J. Segal in the *Annals of the American Academy of Political and Social Science*, March 1951

THE STRUCTURE OF LABOR MARKETS: WAGES AND LABOR MOBILITY IN THEORY AND PRACTICE. By Lloyd G. Reynolds. New York: Harper & Brothers 1951

Reviewed by Philip Arnow in *Monthly Labor Review*, August 1951

Reviewed by Emanuel Stein in *Labor and Nation*, Spring 1951

SELECTING THE NEW EMPLOYEE. By Paul M. Boynton. New York: Harper & Brothers. 1949

Reviewed by J. Stanley Frazer in *Public Personnel Review*, July 1949

Reviewed by Frank J. Carter in *Industrial and Labor Relations Review*, July 1951.

Across the Editor's Desk

Ideas From Employee Magazines

OLIVER IRON MINING COMPANY publishes a magazine for the employees of the Company, *Ore, Iron and Men*. It is published from the Company headquarters at 300 Wolvin Building, Duluth, Minn. The Editor is Bob Burke. The October 1951 issue has a quiz idea that could be used by any company magazine which covers a variety of locations. A half page is devoted to an interview of a community covered by company operations with a caption "What Community is This?" The answer is found on another page.

INTERNATIONAL RESISTANCE COMPANY of Philadelphia publishes the *IRC News*. This is an 8-page slick paper well-illustrated magazine of which Betty Lehman is Editor. The September issue has a front page illustrated spread showing all steps from earning your pay to getting it. The illustrations are spread around the margin of the two pages and in the center is a story, "Your Pay Makes Quite a Trip to Get—From Here—To Here." Company headquarters are at 401 North Broad Street, Philadelphia 8.

ESSO STANDARD OIL COMPANY is part of the Standard Oil Company (N. J.) family. Standard Oil publishes one of the most beautifully printed and carefully edited Company magazines which is called "The Lamp," which is addressed to their large family of stockholders as well as to employees. The September issue of the Lamp has an article by Malcolm C. Dizer under the title "My Second Career." Mr. Dizer is about to retire on the occasion of his close-at-hand 65th birthday. He will have completed his last voyage for the Esso Shipping Company as purser-pharmacist mate. Esso Standard Oil Company has done an excep-

tionally thorough job of helping employees plan for retirement. You will have read their interesting story which appeared in last month's *Personnel Journal* called "Preparation for Retirement." Mr. Dizer's story tells how he accidentally took up stamp collecting. He has chosen commemorative stamps as his specialty and whenever any new issue comes out that interests him he digs through old books and records for something that would increase the interest in these stamps. His job at sea, which he has held since 1943, has given him rare opportunities for enlarging his stamp collection as well as enabling him to see and learn much about the interesting places behind the stamps. He has published 7 booklets, each one dealing with a different group of stamps. His hobby has not only been stimulating but it has actually increased his interest in retirement. Incidentally, it brings in money on the side and will bring in even more when he has more time to give to it.

NORTHLAND GREYHOUND LINES INC. of Minneapolis publish for their employees *Rear View Mirror*, which is edited by H. H. Moon. The September issue has an idea which could be used by any magazine published by companies that have a variety of locations. This one is devoted to a description of facilities in Duluth which is the headquarters for Region 3. The article covers four pages and is profusely illustrated not only with buildings and equipment but with photographs of many of the employees who work at Duluth headquarters office and garages.

SOCONY-VACUUM OIL COMPANY, INC., Magnolia Petroleum Company, General Petroleum Company and other affiliates of

Socony-Vacuum join in publishing the employee magazine *The Flying Red Horse*. It appears six times a year. The September-October issue has a well-planned story telling about the many features, some of them unusual, of the company savings plan for employees. It is called "The Story Behind the Savings Plan." This plan, whose main purpose is to provide every one of the 43,000 employees with extra cash at retirement, stresses freedom of choice and use of the money by the individual. Some of the purposes of the plan as developed by the Company and approved by the Directors were; first, it should attract and keep a high calibre of men and women; second, it should increase the direct stake of individuals in competitive free enterprise; and third, those employees who decided to put their savings

in company stock would feel that they had a reason to do a better job by virtue of having a share in the ownership of their own company. Fourth, of course, was for the general purpose of encouraging thrift and self-reliance as opposed to the current trend towards dependence on compulsory government aid programs, paid for out of everybody's taxes. The *Flying Red Horse* is mailed from the offices of the Socony-Vacuum Oil Company, Inc. at 26 Broadway, New York 4. It is handsomely printed in color, usually in 24 pages. The Editor is John P. Tolbert, assisted by an editorial planning board of four, Messrs. Applegat of Socony-Vacuum, Beesmyer of General Petroleum, Montgomery of Socony-Vacuum and Seymour of Magnolia.

Personnel Association News

THE TEXAS PERSONNEL AND MANAGEMENT ASSOCIATION held its 1951 Conference on October 25-26. The theme was *Current Personnel Problems*. The Conference was held at the University of Texas at Austin.

THE TRI-COUNTY PERSONNEL ASSOCIATION serves personnel people in the cities of Scranton and Wilkes-Barre and adjoining territory in these three counties. The President for the current year is Reed Travis of Woodlawn Farm Dairy Company, Wilkes-Barre. The October meeting heard an address by Mr. Andrew C. Redding of Philadelphia, who is Executive Assistant of "Americans for the Competitive Enterprise System, Inc."

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION held its annual conference November 1-3 in Portland, Oregon. General chairman of the Conference was Robert Hirstel who is Personnel Director of Upman, Wolfe and Company, Portland. The program committee chairman was Larry Jones, Personnel Manager of Montgomery,

Ward & Company. President of the Association for this year is Wallace Burch who is Personnel Director of Weyerhaeuser Timber Company, Longview, Washington.

THE PERSONNEL MANAGERS' CLUB OF THE BOSTON CHAMBER OF COMMERCE held its first meeting of the new season on October 9th at the University Club. The speaker was Lawrence A. Appley, President of the American Management Association and well known in management and personnel circles. His subject was "*The Changing Scene in Personnel Administration*."

The club issues a mimeographed bulletin to its members each month, in announcing the next meeting. Regular monthly meetings are held on the second Tuesday and are supplemented by other special activities. One of these is a series of discussion groups on the case method. Another one is a development of Harvard Business School which permits members to join a group under Dean Saltonstall in a study and evaluation of personnel programs. The club leaflet announces that for the first time member-

ship now exceeds two hundred. President for the coming year is Edward H. Turner of Liberty Mutual Insurance Company.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO is one of the two or three most active in the country. A month's announcement of meetings and other activities provides your Editor with a whole sheaf of papers. One of the most interesting of the current announcements is that describing the program of conference group meetings for the current year. This year there are five of this series of group meetings. One is Industry and Later Maturity, another is Labor Management Relations. Then come three others, Selection and Placement, Training, and Timely Special Subjects. Each of these is scheduled to be held on four different occasions and each one is under the direction of a chairman and co-chairman.

Another special series of six meetings has been announced under the general topic *Making the Most of Our Manpower Resources for Defense and Civilian Work*. This will consist of six monthly meetings, three in October and three in November, with speakers' names to be announced later. The series is given in cooperation with the Chicago Association of Commerce and Industry and the Illinois Training Directors' Association.

The regular October meeting was held on October 8th at the Chicago Bar Association. The speaker was James Franklin Oates, Jr., who is Chairman and Chief Executive Officer of the Peoples Gas Light and Coke Company of Chicago. His topic was *Management Responsibilities and Their Limits*. In his talk he dwelt particularly on human relationship responsibilities.

THE FEDERATION OF EMPLOYEES BENEFIT ASSOCIATIONS, INC., held its Fifth Annual Conference on October 25-26 at the Hotel Commodore, New York. The different sessions were addressed by visiting speakers and covered many types of employee benefit plans including health plans. The address of

the Association is not available but President for the current year is H. B. Crow of Weirton Steel Company, Wheeling, W. Va. The Secretary-Manager is A. E. Bosley of the Goodyear Relief Association, Akron 16, Ohio. We are indebted to Mr. D. N. Mason, Personnel Research Director of Armstrong Cork Company, Lancaster, Pa., for a copy of the program of this unusual conference, the Fifth Annual one held by the Federation of Employees Benefit Associations.

THE AMERICAN MANAGEMENT ASSOCIATION Personnel Conferences are always important and worthwhile. The Annual Fall Conference held in New York September 24-26, contain some unusually interesting addresses by leading speakers. One of these was *Conflict and Agreement* by Stewart Chase, the well-known author. Another was *The Pros and Cons of Compulsory Retirement* by A. D. Marshall of General Electric Company. Two other important addresses were *Evaluating an Executive Development Method* by Virgil K. Rowland of the Detroit Edison Company and *Job-Training for Better Performance* by Donald M. Hayes of Esso Standard Oil Company. These addresses will all be published in full in the proceedings of the Conference which will be issued some time in the next few weeks by the American Management Association of 330 W. 42nd Street, New York 17.

THE AMERICAN MANAGEMENT ASSOCIATION has issued a handsome 24 page brochure, *AMA Workshop Seminars*. This is a complete schedule of the seminars to be held from September to December of this year. Quite a number of these are to be held in Chicago, and the remainder in New York. They cover all the work of the eight divisions of the Association including personnel and general management. A short description of the contents of each course is given together with the number of sessions, the dates and locations. The New York Conferences are being held in the new seminar

headquarters at 330 W. 42nd Street. The Chicago conferences are being held in the Palmer House.

MONTREAL PERSONNEL ASSOCIATION held a dinner meeting at the Ritz Carlton

Hotel on October 22. The speaker was Thomas W. Burns, General Standards Engineer of the Johns-Manville Company, New York. His topic was *Maintenance of Incentive Values*, and was made more interesting by his familiarity with Canadian labor conditions.

Current Publications

QUOTES ENDING is the title of a newsletter issued each month by Robert D. Breth from 1728 Cherry Street, Philadelphia 3. It is issued on behalf of the American Association of Industrial Editors. Subscription price is \$10.00 yearly. Each issue of Quotes Ending is handsomely mimeographed in from five to ten pages. The September issue is devoted to the topic of how to obtain eye appeal and extra news impact by the use of headlines in employee magazines.

PERSONNEL ADMINISTRATION is the title of the bi-monthly Journal for the *Society of Personnel Administration*. O. Glenn Stahl is Editor. It is published from the office of Federal Personnel Council, Room 103, 1623 K Street, N. W., Washington 25, D. C. The September issue is 56 pages and cover, very well printed with articles mostly relating to problems of federal and municipal agencies.

THE ARMSTRONG CORK COMPANY, Lancaster, Pa., has issued a catchy and attractive booklet *Your Hourly Rate*. It tells the employees of the Company how their job evaluation program works. To help put the idea over some very telling and amusing cartoons have been drawn to help the text.

COMMUNICATING WITH EMPLOYEES was the title of one of Personnel Journal's most often quoted articles. It appeared in the July-August issue and was by Hiram S. Hall, Vice President, Bigelow-Sanford Carpet Company, Inc. The Foremen's Digest for October has reprinted this story in abbreviated form.

THE AMERICAN HOTEL ASSOCIATION has just issued a hand-book, *Human Relations are Good Employee Relations*. This is an outline for a training program for hotel department heads and supervisors. The program is designed to consist of four conferences. Headquarters of the Association are 221 W. 52nd Street, New York 19.

THE PSYCHOLOGICAL CORPORATION, 522 5th Avenue, New York 18, has just issued a revised manual of the Wesman Personnel Classification Test. This is well printed in 15 pages and contains a wealth of valuable material including norms, figures on reliability and a discussion of validity. It is an exceptionally workmanlike job.

NEW YORK UNIVERSITY has just announced an important new course. Middle Management Executive Development is the title of the course which began on the evening of October 11th. This is a fifteen week program meeting two hours on Thursday evenings and is designed to interest middle management executives from a selected group of firms in the metropolitan area. Many of the lecturers are drawn from business and industrial companies in the vicinity. Information may be obtained from Kenneth J. Bates of the University, Washington Square, New York 3.

DID YOU KNOW? is the title of a little booklet about 3 x 4 inches in 24 pages. Each page begins with a question Did You know—? Among the questions are "In Russia, a carpenter works 340 hours to earn an

overcoat—in America 15 hours." Another one is "One out of every five Americans is self-employed." This booklet is issued by the National Research Bureau, Inc., 415 North Dearborn Street, Chicago 10, Illinois and is No. 1 of a series called "Facts About America." At the end of the book is this summary: "It took 175 years of individual enterprise to win these advantages. They are being lost through—excessive government control—wasteful government spending—excessive taxation."

THE PSYCHOLOGICAL CORPORATION announces the issue of a revised manual for the Engineering and Physical Science Aptitude Test. This test was prepared under the direction of Drs. Moore, Lapp and Griffin of Pennsylvania State College. Each of six parts of the test were intended to measure an important and relatively independent aspect of technical performance. The test as a whole was designed to measure the aptitude for training in engineering and physical sciences. It is gratifying to find in this manual a generous amount of technical material on the test. A paragraph on validity begins with the following statement: "The validity of a test is the measure of its effectiveness in identifying those people who will eventually succeed and those who will eventually fail in the area measured by the particular test." Coefficients of validity are then given which measure the relationship between grades in various engineering courses and the scores on the tests. These show a high degree of prediction efficiency by the tests. A section on reliability begins with a statement "the reliability of a test is an indication of the consistency with which it will measure the factors which it is supposed to measure." Reliability coefficients reported are very satisfactory. A number of other sections give additional technical information of value to anyone interested in this test. The Corporation offices are at 522 5th Avenue, New York 18. Miss Marjorie Gelink is Assistant Director of the Test

Division and it is through her courtesy that we have received a copy of this revised manual.

THE CHAMPION PAPER AND FIBRE COMPANY of Hamilton, Ohio, has issued its Fifty-Eighth Annual Report. This is one of the handsomest and most elaborate seen. The financial information is supplemented by some very useful and easy-to-read charts. As might be expected from a manufacturer of paper more than half of the book is given over to samples of the company's product. The various kinds of paper are printed to show how they are used.

THE BRITISH INSTITUTE OF MANAGEMENT issues each month "Management Abstracts," containing the title and abstract of articles on management topics, many of them from American Journals. Practically every issue of Management Abstracts contains something from Personnel Journal. The issue for August contains a 200 word summary of an article from Personnel Journal for May, "Improving Supervision by Reducing Anxiety" which was by Richard Wallen.

THE MANAGEMENT GUIDE is a monthly reference book containing condensed summaries of articles from magazines on management topics, including Personnel Journal. The Editor of Management Guide has written to call our attention to a recent pamphlet issued by the American Standards Association, Inc., 740 E. 45th Street, New York 17. This is called "The Strange Case of the Seven-Sided Post Hole" and it is an amusing text illustrated with humorous sketches the purpose of which is to show the importance of standards to this nation and to the world. The importance for personnel people is that this is a catchy, forceful way of presenting a difficult subject; one which otherwise would be very dry. With the help of cartoons and the amusing text

there is much greater reader interest than ordinarily and much greater likelihood of remembering what was read. The Editors of Management Guide remark "it is one of the most effective examples of the use of cartoons to present the serious side that we have ever seen." Management Guide is published at 301 W. 106th Street, New York 25, N. Y.

THE PHILADELPHIA QUARTERMASTER DEPOT has just issued through its Civilian Personnel Office, a mimeographed pamphlet of 14 pages and cover entitled "People in Production." This contains information about the monthly quit-rate, the reasons for quits, disciplinary actions and the principal reasons for them. A preface says, "listing facts is but half the story—interpreting these facts, giving them meaning and putting them to work is a management job of real stature!" In the pages that follow certain facts are noted which relate to the quality of the line personnel management program from January to June 1951. The report on quit-rate shows that the Quartermaster Depot has consistently had a monthly quit-rate of only a small fraction of that of the rates reported for industry by the Bureau of Labor Statistics and for the Federal Government as reported by the U. S. Civil Service Commission. For example, in 1949, the industry rate was 4.4 per cent, the Federal Government 2.5 per cent and the Quartermaster Depot .63 per cent. In January to June 1951 the industry rate was 1.8, the Federal Government 2.6 and the Quartermaster Depot 1.3. After pointing out that labor turnover is expensive and discussing the reasons for the change in the situation an appeal is made to the supervisors of the Depot to keep after the conditions which make for turnover. We have received a copy of this booklet through the courtesy

of one of our occasional authors, Boris Blai, Jr.

THE UNIVERSITY OF WISCONSIN has issued a 36 page brochure announcing the 1951-52 program of The Industrial Management Institute. This year's program consists of a series of conferences in nine different areas: personnel, sales management, plant managers, purchasing, finance, labor relations, office management, training and industrial engineering. In addition there is a series of 8 one-day conferences for top executives, beginning with "The Executive's Job" and ending with one on the arresting title, "Why Executives Fail." Over 90% of the conference leaders are drawn from business and industry. The conferences are held at the University at Madison and they are sponsored by the School of Commerce and the University Extension Division in cooperation with the Wisconsin Manufacturers Association. The Director of the Industrial Management Institute is Dr. Russell L. Moberly. Emphasis is placed on practical values for participants, who come almost entirely from business and industry.

FEATURE calls itself A MAGAZINE FOR EDITORS. It is sent without cost to editors in search of stories—stories about new products or services offered for sale to the public and many others about interesting things and places. *Feature* issue #11 is 20 pages, with three or four stories described on each page, with an illustration. For example, one story tells about how to get the most out of an electric dishwasher. Another tells about a 1200 word story by TWA of the first 25 years of ocean flying. For information about *Feature* write to Central Feature News, Inc., Times Building, Times Square, New York 18, N. Y.

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

EMPLOYEE RELATIONS: \$25,000-a-year man qualified by Quarter Century of experience now available to take complete charge of employee relations for multi-plant or single-plant operation headquartered in Mid-West. Reply Box 144.

PERSONNEL INDUSTRIAL RELATIONS MANAGER: Young career executive with 9 years sound training and quality experience as personnel director and industrial relations manager for companies of 1000 to 5000. Successful record of result getting in labor relations including negotiations with CIO and AFL, foreman and employee training, recruitment and employment, wage and salary administration, money-saving safety program, internal public relations. A self-starter with drive that can help you meet increasing manpower needs. Resume/interview on request. Available in 30 days. Reply Box 149.

PERSONNEL EXECUTIVE: Broad industrial experience including 10 years as Personnel Manager for subsidiaries of National firm. Fully qualified in all phases of Personnel and Union relations. Multi-plant experience. Desire a challenging opportunity as principle personnel administrator of a progressive company. Self-starter. Christian, Ph.B., age 40. Married. Resume on request. Reply Box 145.

SAFETY DIRECTOR: Six years concentrated safety engineering and safety experience in plant employing over 2,000. Age 37. Married. Now located in Ohio but available for location in midwest, south and southwest. Five years experience as Personnel Director. Reply Box 148.

PERSONNEL ASSISTANT: B.S. Personnel Administration. 1 year of interviewing and testing. 1½ years as personnel trainee for large industrial concern. Married veteran. No children. Age 24. Will relocate. Send for resume. Reply Box 150.

PERSONNEL EXECUTIVE OR ASSISTANT: Male, age 32, WW II Veteran, married, two children. M.A. degree in psychology. Seven years experience as psychologist and personnel. Excellent references. Wish opportunity in large industrial organization. Prefer South, Southwest or midwest. Reply Box 151.

PERSONNEL WORK: PhD. Candidate, M.A. in Sociology, BA in Psychology. 4 years college teaching experience, 2 years interviewing. 27 years old. Married. Position in Philadelphia or vicinity. Reply Box 153.

HELP WANTED

PERSONNEL SUPERVISOR: Wanted for Southern Pulp and Paper Mill. Over a thousand Employees. Must have required academic background and experience in several phases of general personnel and labor relations. Will also have supervision of insurance and safety. Excellent climatic location and opportunity. In replying state complete history and salary required. Reply Box 156.

PERSONNEL ASSISTANT: Wanted capable young man between 28 and 32 to assist in recruitment, selection, and placement of sales personnel. Must have Master's Degree in Psychology; personnel experience and selling background desired. In reply state experience, selling history, age, education; describe selected recent assignments. Long-range opportunity with a leading corporation in Western Pennsylvania. All replies in strict confidence. Reply Box 152.

PERSONNEL SUPERVISOR: Male, age 28-36. Wanted by industrial organization in the San Francisco Bay area. Will be responsible for recruitment, interviewing, selection, induction and initial placement of new employees. Must have University degree, preferably in branch of science or engineering, and several years personnel administrative experience and training. Excellent employee benefits, working environment and opportunities for advancement. Please send facts concerning education and experience to Box 154.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions, 20% off for three insertions or more.

Journal

LABOR RELATIONS AND PERSONNEL PRACTICES

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY.

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D. M. DRAIN, *Circulation Manager*

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Conference Calendar

JANUARY

- 14-17 Los Angeles, Biltmore Hotel
American Management Association. General Management Conference
James C. Rice, Secretary, 330 W. 42nd St. New York 18, N. Y.
- 18 Cleveland, Ohio, Hotel Carter
The Cleveland Chamber of Commerce. 11th Northern Ohio Personnel and Executive Conference. Wm. G. Donaldson, Executive Secretary, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 23-4 New York Waldorf-Astoria
National Industrial Conference Board. General Session for Associates
S. Avery Raube. 247 Park Ave., New York 17, N. Y.

FEBRUARY

- 13-4 Minneapolis University of Minn.
Industrial Relations Center. Fourth Annual Labor Conference
Dir. Center for Continuation Study, U. of Minn. Minneapolis 14, Minn.
- 18-20 Chicago, Palmer House
American Management Association. Personnel Conference
Jame. C. Rice, Secretary, 330 W. 42nd St., New York 18, N. Y.

MARCH

- 7-9 Washington, D.C. Hotel Statler
American Society for Public Administration Conference
Pub. Admin. Clearing House. 1313 E. 60th St. Chicago 37, Ill.
- 12-14 French Lick, Indiana. French Lick Springs Hotel
American Society of Training Directors. 8th Annual Conference
Elliott French, 911 N. Pennsylvania St. Indianapolis 2, Ind.
- 27 New Haven, Conn. Yale University
Connecticut Personnel Association. Second Annual Conference
Mr. H. R. Bowman, % Dictaphone Corporation, Bridgeport 5, Conn.

Editor to Reader:-

WE HAVE BEEN TO CALIFORNIA, we were charmed, and we have returned. We spent a few days in Seattle and vicinity, too, and that was equally pleasant. I shall try to tell you of some of the things my wife and I did and saw while we were away for two weeks. But I must admit, as I ride on horseback over our Pennsylvania hills and through our woods, that there is nothing anywhere else that I like so well as Pennsylvania.

Our trip was principally a round of personnel conferences. First came the one at Berkeley, of the California Personnel Management Association. This lasted three days and was a huge success, with more than 300 personnel and other top executives in attendance. The addresses were exceptionally good—judged by the fact that I attended nearly every one of them! Ordinarily I only attend conferences with the purpose of taking some active part. It is my usual custom to make my contribution, "fold my tent and depart," as it were. But Everett Van Every and his staff put on such an interesting series of meetings that I hardly missed a single one during the entire three days. Of course, I made many new friends and renewed many old acquaintances, which is always an important part of a conference of this kind.

Before leaving San Francisco we had time to attend a few sessions of The California Training Directors Association, held at the Mark Hopkins Hotel October 19-20. The most noticeable thing about the conference was the attitude of the participants; their devotion to the idea that the individual is important. We sat through "Human Relations Training," conducted by John M. Peart, Training Director of North American Aviation Company of Los Angeles—and then we stayed with him again when he repeated the session. It was most

informally conducted, with opportunity for everyone to have his say. It was interesting to see the diversity of purpose and method, evidenced by the comment from the floor. Someone posed the question "What is the fundamental purpose for training?" There was a lot of floundering on that one in the search for the one best answer. Finally, it seemed pretty well agreed that the real reason was in order to improve productivity; to help reach the group goal more efficiently. Of course, that would include helping people get along better together, improving group and individual morale, and a lot of other factors that might, at first glance, seem unrelated to actual production. This conclusion was entirely in harmony with the title of the conference itself — "Manpower Development for Maximum Production." Frank Wickhorst of Kaiser Industries is President of the Association and Ellis H. Wooley of U. S. Naval Supply Center was Conference Chairman. While the conference was sponsored by the California Society it was participated in by the Training Associations of Southern California, Washington State, San Diego and Hawaii. Attendance was as enthusiastic as it was good in numbers.

Then, beginning on Monday the 22nd of October, we spent three and one-half days at Palm Springs at the wonderful conference put on every year for personnel executives by the Merchants and Manufacturers Association of Los Angeles. "Mac" McKean is presiding genius and always seems to reach a new high for every successive year. Again, the addresses were so interesting that I took in every single one that I could. The speakers were so uniformly good that it is impossible to pick out one or two in preference to the others. As usual, there was time for renewing acquaintances and making new ones and we used this time to great advantage.

The hospitality showed by those who were responsible for the conduct of the conference is unusual, even for a conference of this kind where friendliness is the rule. Don't ever miss a Palm Springs personnel conference if you can manage it.

The conference itself is conducted in a somewhat unusual manner. There were about 180 persons in attendance, divided into six groups of about 30 persons each. Each of the eight morning speakers took the groups in succession, so that he conducted eight meetings along the same lines, each of about 1½ hours duration.

This year, for the first time, there was a series of afternoon meetings with another panel of eight speakers, including myself. The other seven repeated their story three times. Mine was a continuing series with the same group, meeting on three successive afternoons for an hour and three-quarters. This permitted more detailed consideration of our topic, somewhat in the manner of the workshops conducted by the American Management Association, although shorter in total time.

After another short visit in Los Angeles we flew north to Seattle, where my wife has a sister and other relatives. This was my first visit there and I was, as my wife assured me I would be, greatly impressed with the country and the people. It is as vigorous an atmosphere as that in California or anywhere else I have been. It was a matter of great regret that I had to return east without being able to attend the Annual Conference of the Pacific Northwest Personnel Management Association. Their Conference met in Portland, November 1st, 2nd and 3rd, with a strong staff of speakers.

All in all, these western conferences were as good as any I have ever attended and better than most. Those who worked so hard to make them a success should feel very well rewarded for their efforts, as shown by the interest and close attention of their listeners.

IN OCTOBER WE PUBLISHED TWO ARTICLES which have attracted some attention. Whiting Williams, known for his analysis of what's on the worker's mind, after congratulating us on "Extracts From A Worker's Diary" by young Robert R. Jorgensen, has this to say about another article in that issue.

"Just a line of enthusiastic approval of the good sense in Corning White's "Humanizing Management." Every day makes me more and more convinced that Management is putting so much money and effort into big "wholesale" programs that they are getting farther and farther away from such simple "retail" and personal factors as this article stresses. This shift, is of course, in line with the wishes of the Union leaders. I believe it is bound to prove hurtful to the long-term interests of the individual union members. But it spells tragedy for the whole American Way when Management joins with Unions in following these programs of short-term expediency. Even though these programs now enjoy the blessing of many University Professors, I feel certain that the Public will not accept Management's argument that it has been forced to neglect individual relationships because of Union pressures."

ANOTHER READER, J. D. Lynan, Editor of *Spruance Cellophane News* of the duPont Company, Richmond, writes,

"I particularly enjoy your section on Employee Magazines and frequently find in it many ideas which I can use."

Our only purpose in commenting on employee magazines is to call attention to some noteworthy feature with the thought that other employee magazine editors might use it. We should be glad to see any employee magazines which have features of general interest and which might be adopted by other magazines.

RECENTLY I have been in touch with the Wage Stabilization Board and the Salary Stabilization Board. I think industry should be gratified at the amount of time and effort given to helping the pro-

gram by the industry representatives. In particular, I am impressed by the fine job being done by Si Hall of Bigelow-Sanford Carpet Company and Milt Olander of Owens-Illinois Glass Company. Others are contributing too, but these two friends of mine, I know, are working their heads off, to the great advantage of industry and labor.

THE OTHER DAY I was reading the *Management Review*, which is issued monthly by the American Management Association. Those of you who are not familiar with this excellent magazine should get acquainted with it. Everything available in print each month is culled thoroughly for the best items. The magazine contains abstracts and short items which are grouped under the eight management sections of the Association, the first three of which are General Management, Personnel Management and Office Management. M. Joseph Doohar who is the Editor and Vivienne Marquis who is Associate Editor work hard to make this magazine the valuable quick-reading reference that it is. The Association offices are at 330 West 42nd Street, New York 18.

PERSONNEL NEWS NOTES is the title of a monthly mimeographed publication issued for the personnel and industrial relations staff of Owens-Illinois Glass Company, Toledo, by the General Industrial Relations Division. This is somewhat similar to the publication issued by General Foods Corporation, "Manpower Management." It is not, of course, available for general circulation but it is interesting to see a large company tying together the interests of everyone concerned with personnel functions throughout the Company.

IN RECENT MONTHS we have published a number of things dealing with the problem of retirement. The last one was *Preparation for Retirement*, a publication of the Esso Standard Oil Company, which appeared

in November Personnel Journal. In the course of my recent wanderings I was in Boston talking with Ralph H. Wales, Vice President, Personnel Department, of American Mutual Liability Insurance Company. He was describing the efforts of his Company to prepare their employees for retirement and he remarked that calling it to their attention a year ahead of the retirement date was not sufficient. It would be impossible to greatly change a person in one year, especially at that age.

Having in mind that the Company has more than 3000 employees scattered in many locations, Mr. Wales has evolved a solution which is a little different from others which I have seen. Whenever an employee reaches his 40th birthday he receives a letter from Mr. Wales and a copy of the book "How to Retire and Enjoy It," by Ray Giles, published by Whittlesey. As Mr. Wales points out, "you can only expose people to the idea. The Company certainly has the responsibility of doing that but, of course, can not force action." Here are some extracts from Mr. Wales letter to employees upon reaching their 40th birthday.

"This is a letter about planning ahead for the years after retirement and it is being sent to all members of the Amlico Annuity Association who have passed their fortieth birthday. We believe that even though the Company's Retirement Program provides a reasonable degree of financial security for those retiring at age sixty-five, the Company has a further responsibility to those who have given a major portion of their most productive years to the Company's service. It seems to us that this additional responsibility is to stimulate you to constructively plan ahead for your retirement so that your retirement years may be happy and useful ones.

Research into such cases of early death after retirement shows conclusively that the real reasons for many of these early deaths were due to such causes as the following: lack of having developed one or more absorbing hobbies or avocational interests, lack of cultivating an interest in some of the manifold

activities of their local community, lack of acquiring a curiosity to know more about the expanding frontiers of human knowledge, and above all a zest in living and in widening their contacts with their fellow men. It is obvious that we cannot wait until retirement is a few months or even a few years off and then expect at that late date to suddenly acquire these interests and these attitudes of mind. They can only be developed over the course of years, and that is why we are talking not only to those of you whose retirement is only a few years off, but also to those whose retirement is many years away and seems even further."

THE WIVES OF MANAGEMENT is the title of a two-part article which has appeared in *Fortune* for October and November, written by William H. Whyte, Jr. The blurb on the November installment says, "last month *Fortune* examined the Wife-Executive-Corporation triangle from the wife's point of view and came to the conclusion that the coming generation of management wives will give the Corporation very little trouble. Here's a look at the other side: What The Corporation is Doing to draw The Wife Into It's Widening Orbit." These articles will interest a great many personnel folk.

BUSINESS WEEK for September 22nd had an item *Industry Muffs School Aids*. This is a report of the reaction of teachers to much of the printed material prepared by industry for the purpose of gaining industry good-will. The teachers think that a lot of this stuff is too difficult, and otherwise unsuitable for its purpose. They think there is too much advertising in the material and believe that it should be directed from a higher level than the Advertising Department

COMPULSORY RETIREMENT was the subject of an article in the *Journal of Gerontology* by George E. Johnson. He reaches the conclusion that in spite of disadvantages of compulsory retirement age is the least objectionable basis. He examines dif-

ferent plans and discusses weaknesses and strengths of each one. The *Management Review* for April 1951 contained an article dealing with the "Tapering Off" process which several Companies were using.

A QUICK COURSE in how to conduct a training program was given in Los Angeles in two five-day periods beginning September 7th. The entire morning for each of ten days was devoted to the meetings and at the end a certificate was given to those in attendance. The faculty included men from industry and from one of the colleges and the meetings were held at the Los Angeles City College. Some of the subjects were "How To Plan Courses" and "How People Learn." This was an example of societies with similar interests getting together. Sponsors of the training series were the Merchants and Manufacturers Association of Los Angeles, the Personnel and Industrial Relations Association, the Society for Advancement of Management, The Southern California Society for Industrial Safety and the Training Association of Southern California.

DURING OUR VISIT to Berkeley we went out to the University of California and had a little visit with Clark Kerr who developed the Institute of Industrial Relations to its present high status. The program is designed to fit into other courses at the University.

The Institute also conducts Extension Work and awards a certificate in Industrial Relations to students who satisfactorily complete the requirements. Instructors from various departments of the University join forces with the small staff of the Institute in giving a broad series of courses. This supplementary staff includes instructors from the Departments of Psychology, Business Administration, Mechanical Engineering, Law and Economics. The program is thus aimed at breadth rather than being limited to specialized courses.

COFFEE BEFORE WORK, hot soup at noon, a quiet smoke in an easy chair, or a

few hands of bridge—all these are enjoyed in the staff rooms of the 500 odd branches of the Bank of America. Several years ago they began using spare space in their small branch bank buildings for staff rooms. At first basements, second floors and other corners were fixed up, in many cases by the employees themselves.

The meeting room usually contains a small stove, sink and refrigerator so that the employees can make coffee and heat soup to supplement the lunches which they bring from home and keep cool in the refrigerator. Many of the rooms have coke machines, which are under the supervision of the men employees. The girls take pleasure in making coffee and seeing that the room is always kept in order. Check lists of the employees' names are kept posted so that there is a rotation of this responsibility. In some of the rooms employees have had their names painted on their own cups and this solves the washing-up problem as each one takes care of his own cup.

There are usually comfortable chairs, magazine racks and a table or two. There is no special supervision over these rooms. The employees appreciate the fact that this is a special privilege and they seldom take advantage of the opportunity to stay away from their jobs beyond a normal rest period. While these are specially for social times, the rooms are useful for conferences, staff meetings and some of the less formal training than that provided by the regular Banking School classes.

The Personnel Department is proud of having encouraged these rooms and no longer has to put up a special plea for their addition to the new buildings. Production is up, morale is good and in general the employees express themselves as being well pleased that their needs are so well taken care of.

novel conference methods of Dr. Nathaniel Cantor. Mr. Mold says:

I want to take the opportunity of a letter to pass on to you my impressions of Dr. Nathaniel Cantor's *Work Shop on Learning Through Discussion*. As you know, I recently had the opportunity of spending a week with a group of thirteen other people from business and industry at Dr. Cantor's farm outside of Reading, Pennsylvania. We spent a week discussing the subject of "Dynamic Learning" and "Learning Through Discussion." This method which Cantor has used for so many years has appealed to me ever since I read two other books. The first was "Counseling and Psychotherapy," by Carl Rogers, and the other was "Education for What Is Real," by Earl C. Kelley. I had been trying on my own to apply some of these principles in my own work in the development of conference leaders and in their use of these methods in their own training work. To have struggled on my own and then to have had the opportunity to work with Dr. Cantor has made me feel for the first time that I now have a firm base upon which to build our industrial training work here at Honeywell.

I think that Dr. Cantor's fundamental thesis, that you can do the best job by concerning yourself with how people learn rather than how you teach, can be obtained only by talking to him. I furthermore believe in the soundness of his "mental hygiene" way of learning, which is just another way of restating his Dynamic Learning method of education. The really amazing thing to me is that it was possible in such a short period of time to come away with so much. As you can see from this letter, I am quite enthusiastic about the possibilities in the use of the method which Dr. Cantor espouses in his book, "Learning Through Discussion."

Your readers might also be interested in Carl Roger's opinion of Dr. Cantor's work. They can get this from reading his new book, "Client Centered Therapy."

My best regards, and I hope this short description of my impressions will be of some value to your readers.

Ned Hay

A RECENT LETTER from Howard P. Mold, Director of Training for Minneapolis-Honeywell Regulator Company, gives us more of his impressions of the somewhat

The authors have made a useful study of the content of application blanks used in the Cleveland, Ohio area. Their survey was made with the cooperation of The Cleveland Chamber of Commerce. The suggested application blank shown here has received the official endorsement of the Coordinator of the Cleveland F. E. P. Ordinance.

The Application Blank— A Survey

By JOHN TUCKERMAN AND WILLIAM H. GILMAN, JR.,
Western Reserve School of Business, Cleveland.

THIS study was made from questionnaires returned by 97 of Cleveland's 200 most representative firms requesting information on the employment application forms which they used. The survey listed the items which were included in the present application forms of these firms and their evaluation by the respective personnel departments, who rated them as "essential", "desirable but not essential", and "unnecessary". Forty per cent or more of the participating companies are currently making use of the following items in their application forms. We have arranged them in the form of a suggested Application for Employment, our arrangement being based on the recommendations of the 97 participating firms.

ITEMS USED BY 40% OR MORE OF 97 FIRMS

Name of Applicant	Membership in Reserves
Address	Draft Status
Social Security No.	Marital Status
Unemployed	Dependents
Presently Employed	Who to Notify in Case of Accident
Position Wanted	Relatives or Friends with the Company
Previous Employers	Present Salary
Height	Salary Desired
Weight	Date of Hiring
Sex	Termination of Employment
Date of Birth	Job Description
Grade School	Rate of Pay
High School	Medical History
College	Defects
Commercial School	Illnesses
Other Schooling	Availability
Military Service Branch	

The following three items deserve special mention even though they are not of sufficient general importance to warrant their inclusion in the Survey's new form:

(1) In cases where companies operate on a more than one shift basis, a statement of *shift preference* should definitely be included.

(2) Industries demanding special skills of large numbers of their employees should include these requirements as a part of their form.

(3) *Membership in clubs or fraternities* other than those indicative of the applicant's race, religion or national ancestry are generally important only to the firms when hiring for positions in sales.

THE PARTICIPATING COMPANIES

This survey is based on the returns of ninety-seven companies representative of Cleveland industry. Twenty-six firms employed more than one thousand employees, twenty-eight firms employed more than five hundred and less than one thousand persons, and thirty-nine firms employed more than one hundred but less than five hundred persons.

This report is merely the factual record of the items currently appearing in the employment application forms used in this area with the recommendations of the participating firms as to the worth of these items to the firms in question as regards the recruitment, hiring and placement of their personnel.

In designing the final Application For Employment form shown in Fig. 1 serious consideration was given by the survey to the status of each item on the questionnaire and the collective rating it received from the participating firms. There was no pre-determined, arbitrary standard set for the survey's evaluation of a given item and the decision to include or exclude any given item was the result of a careful weighing of the recommendations of all of the participating firms. For this survey's purpose, however, a rating of "essential" from more than twenty of the participating firms is considered adequate reason for including an item in the new form. (An item with ten or more ratings of "unnecessary" was excluded from the new form unless the number of "essential" ratings for that item at least doubled the number of "unnecessary" ratings.) This procedure covers all save two items included in the new form and accounts for all excluded items. One of these two—draft status—was included solely as a direct result of the war situation. The other—the date of the application—was included to enable the employer to keep his applications current.

STYLE OF APPLICATION BLANK

It was found that 80 of the 97 companies use a sheet which is $8\frac{1}{2}$ by 11 inches in size. 78 use white paper, 12 use yellow and the remainder some other color. 37 use a single page, 38 use two pages, 21 use four pages, while one employer requires ten pages for his application form.

It is our hope that the results of this survey will give your company a better understanding of the current use of the employment application form as a source of pre-employment data collection in the Cleveland area.

ABC COMPANY
314 Superior Ave.
Cleveland, Ohio

Telephone:
Date

APPLICATION FOR EMPLOYMENT

Name			Social Security Number		
	last	first	(middle)		
Street Address			City	Zone	Phone
Age	Birth Date		Height	Weight	Sex
Defects			Illness		
Marital Status			Dependents		

In Case of Emergency Notify Mr. _____
Mrs. _____

whose address is _____ and phone is _____

EDUCATION	School	Address	Graduate
Grade School			
High School			
College or Commercial			
Other			

Position Applied For		Unemployed
Present Employer	Address	
Present Salary	Wage or Salary Desired	

PREVIOUS EMPLOYERS (Listing Last Employer First)

Name of Firm	Address	Position Held
1.		
2.		
3.		

I will be available for work on _____

(month) (day) (year)

MILITARY SERVICE: From

To

(month)	day	(year)	(month)	(day)	(year)
Length of Service	Branch of Service				
Draft Status	Membership in Reserves or National Guard				

Relatives with the Company or Friends

Name	Relationship	Position Held
1.		
2.		
3.		

THIS SECTION WILL BE FILLED IN BY YOUR INTERVIEWER

Job Description	Rate of Pay
-----------------	-------------

Date of Hire	Termination of Employment
--------------	---------------------------

Medical History

Comments

I understand that, in the event of my employment by the Company, I shall be subject to dismissal if any of the information I have given in this application is false or if I have failed to give any material information herein requested.

Applicant's Signature

How one group of personnel men in the Pacific Northwest gathered data on the performance of specific functions in their jobs, as compared with those in other U. S. companies—and some suggestions on the future development of their responsibilities.

Personnel Management in the Pacific Northwest

BY CHARLES W. VORIS,
State College of Washington.

THE Pacific Northwest, comprising the states of Washington and Oregon, northern Idaho, western Montana, and the province of British Columbia, represents with its abundance of water power and raw materials one of the continent's most promising sites for industrial expansion. In the past an inadequate market for manufactured products and relatively high transportation costs have been the principal drawbacks to extensive industrialization. These factors are gradually being overcome.

At recent conferences and unofficial gatherings of management men in the Northwest this purported industrial expansion has been one of the principal topics of discussion. Most such discussions eventually turn to the question, "What kind of job are we as management men doing and how can we improve ourselves in order to keep pace with the expansion of industry?"

One of the active management groups operating in the region is the Pacific Northwest Personnel Management Association with local chapters in Seattle, Wash., Spokane, Wash., Portland, Ore., and Vancouver, B.C.

In November 1950 the annual conference of the Association was held in Seattle on the general theme, "Guideposts to the Future." The industrial destiny of the region and the added responsibility which an expansion of manufacturing would bring to the personnel executive composed a major part of the speeches as well as of the unofficial conversations occurring between sessions. Noticeably lacking, however, was any body of data or concrete evidence concerning how much responsibility personnel men in the Northwest were assuming at the present time and how much they should take on in order to equalize their status with personnel men of well established manufacturing companies throughout the United States.

THE QUESTIONNAIRE

In order to acquire the above data, a questionnaire was prepared by the author which it was hoped, when filled out, would give some indication of the kind of responsibility assumed by personnel men in performing a selected group of illustrative personnel functions.

The list of functions was chosen from prominent text books and periodicals in the field and was broken down into specific duties under the broad headings of Employment, Employee relations, Promotions, Transfers and layoffs, Training, Job analysis, Wages, Employee service activities, and Research. To illustrate, under the broad heading of Employment is listed (1) selection of applicants, (2) testing of applicants, (3) interviewing of applicants, (4) introduction of new workers to jobs, and (5) final authority as to hiring.

The personnel executive who received the questionnaire was asked to check opposite the numbered function whether he had full responsibility, joint responsibility with line executives, no responsibility, or whether he served in an advisory capacity with regard to the function. For example, under the first broad heading of Employment, opposite the specific function, selection of applicants, the personnel man might check either "full responsibility," "joint responsibility," "no responsibility," or "advisory capacity." If he wished to clarify his markings in any way, space was provided for additional comments.

The first five items on the questionnaire were descriptive and included such things as the name of the person filling out the questionnaire, the job title, the name of the company, the number employed by the company, and the number employed in the personnel department.

The questionnaires and letters of explanation were sent to all personnel directors of manufacturing concerns in the Pacific Northwest who are listed in the roster of the Pacific Northwest Personnel Management Association. Approximately 85 companies were reached by this means. Since many of the personnel men of the Northwest had previously indicated interest in this study, there was a fairly high percentage of returns.

Securing an adequate sample from the remainder of the United States was somewhat more difficult. Approximately 20 questionnaires were sent to companies with top personnel men at the vice-presidential level. The United States Steel Corporation, the Ford Motor Company, the General Motors Corporation, and the DuPont Company are illustrations. The names of the men at this level were secured from Poor's "Executive Directory." The rest of the questionnaires (150) were sent to companies with top personnel men at the managerial and supervisory level. The names of these men were secured from the Placement Bureau of the State College of Washington and the roster of the Personnel Division of the American Management Association.

In the selection of companies to receive questionnaires consideration was given to the following factors: (1) all highly industrialized regions of the United States should be represented; (2) the sample should include mostly prominent, well estab-

lished companies; (3) varying sizes of companies—small, medium, and large—should be represented; and (4) the sample should not be so large as to be cumbersome.

JOB TITLES LACK UNIFORMITY

Data prepared from the returns of the survey showed a marked lack of uniformity in job titles given personnel executives.

The titles accorded personnel executives in the Pacific Northwest are found in Table I. Many of the titles found in other sections of the United States area also used here, but it is quite obvious that the title, "Personnel Manager," is by far the most

TABLE I

JOB TITLES ACCORDED PERSONNEL EXECUTIVES IN THE PACIFIC NORTHWEST

Job Title	No.
Assistant Personnel Manager.....	1
Assistant to Vice-President.....	1
Director of Industrial Relations.....	2
Employment Manager.....	3
Employment Supervisor.....	1
General Personnel Manager.....	1
Industrial Relations Manager.....	1
Industrial Relations Officer.....	1
Industrial Relations Superintendent.....	1
Personnel and Safety Director.....	1
Personnel Director.....	13
Personnel Manager.....	38
Personnel Manager and Safety Director.....	1
Personnel Officer.....	1
Personnel Superintendent.....	1
Personnel Supervisor.....	1
Supervisor of Employment.....	1
Supervisor of Personnel.....	1
Total.....	70

popular in the Northwest. There is no definite reason for this except for an indication that the title "Personnel Manager" is more frequently used in medium to small companies. In the larger companies the top personnel executives often achieve vice-presidential rank or become directors of personnel or of industrial relations.

It is difficult to make any generalizations concerning discernible patterns in job titles from the data received. In the field of personnel management it is apparent that many different names are used to mean the same thing. Such titles as Personnel Director, Director of Personnel, Personnel Manager, and Personnel Administrator are probably in one category while Superintendent of Personnel and Supervisor of Personnel are located on lower echelons in the organization.

A Vice-President of Industrial Relations, or Employee and Public Relations, or Public and Industrial Relations connotes an executive with broader powers than the

Personnel Manager or the Supervisor of Personnel. The data seem to indicate that the vice-president administers essentially the same functions as other heads of personnel departments having lesser rank. He supervises training, services, labor relations, selection and planning just as the typical personnel manager does. The essential difference between the vice-president and the personnel manager seems to be the prestige of the individual within the organization and the size of the operation.

This interpretation was also made by Professor Dale Yoder of the University of Minnesota. In a study of salaries for personnel executives Professor Yoder concluded that "titles seem to be related to the size of firms and to the age and experience of those holding their positions ... Vice-Presidents are found in the largest firms, are older and have the most experience."

The difference in rank between the vice-president and personnel manager seems quite marked. As evidence of this the average yearly salary for a Personnel Manager in 1950 was \$6,873 while that of a Vice-President of Industrial Relations was \$19,957. The average wage for all personnel executives in 1950 was \$8,188 per year.

PERSONNEL FUNCTIONS LISTED

Employment functions. Personnel managers of the Pacific Northwest tend to have more responsibility for such functions as selection and interviewing than do personnel men from the United States at large. A possible explanation for this is that in the large proportion of small Northwest companies the personnel manager has a much more detailed and first-hand knowledge of jobs, supervisors, and conditions.

The use of psychological tests in selection has not become popular in the Pacific Northwest. This probably can be traced to some unfortunate experiences with early invalid tests or to the impracticability of testing in the types of manufacturing prevalent in the Northwest. The fact that testing is so widely used by companies in the remainder of the United States, however, would indicate to Northwest executives that they might well investigate some of the recent advances in this field. There is evidence that the interview is being relied on too extensively in proportion to other possible methods.

There is a definite possibility that Northwest personnel managers are assuming too much responsibility for making the final decision in hiring. This decision is theoretically that of the immediate line supervisor who must deal with the new employee eight hours a day, five days a week.

Employee relations. Personnel men in both the Pacific Northwest and in the rest of the United States have not made as much progress as could be expected toward assuming a substantial share of the responsibility for administering employee relations functions. Most top line executives have been reluctant to place much confidence in personnel men for handling collective bargaining and negotiating contracts with unions or groups of employees. Regrettably the average line executive relies on the lawyer, the accountant, and the engineer rather than the personnel executive. It is hoped that by the continued intellectual growth of personnel officials such confidence can be eventually earned.

Employee counseling is widely used in the Northwest and the rest of the United States, over 90 per cent of the companies in both regions having counseling programs. Northwest personnel managers have as much responsibility for this function as do personnel men throughout the United States.

Vocational guidance is not so prominent in the Northwest as in the United States at large. The fact that 87.6 percent of United States companies have vocational guidance programs should be ample evidence that the function has possibilities.

The handling of employee grievances is predominantly a joint activity in the Pacific Northwest and in the remainder of the United States. This is logical since most grievance procedures provide a series of steps for appealing a complaint and the personnel executive very seldom is concerned before Step III or IV.

Promotions, transfers, and layoffs. Northwest personnel men are apparently not given important responsibility in the making of broad policies for promotions, transfers and layoffs. Only 10 per cent of Northwest personnel men have full responsibility for establishing lines of promotion and only 12.9 per cent have full responsibility for recommending promotions.

They seem to be given adequate responsibility for such routine activities as maintaining records and conducting separation interviews. For instance, 71.4 per cent have full responsibility for the function of maintaining records. But such functions as recommending promotions, recommending discharges, and making the final decision for discharges, the data reveal, are predominantly "line" prerogatives.

As a group, the Northwest personnel men compare favorably with their United States colleagues in the degree of responsibility assumed for all promotion, transfer and layoff functions.

JOINT RESPONSIBILITY IN TRAINING

Training functions. Personnel executives tend to assume joint responsibility for the administration of training functions. This is believed to be a desirable condition since the experience and skill of line executives are of great value in the training of employees. The personnel man as a staff executive can perform a valuable service by setting up, scheduling and supervising training programs, but line officials will always be called upon to do a major share of the teaching and will have a voice in determining the type of courses to be used.

On-the-job training is far more popular in American industry today than is the vestibule school. The vestibule school was extensively used during World War II but with the return to normalcy it has been widely discarded.

Pacific Northwest personnel men, in most instances, are assuming as much responsibility for training functions as are their United States colleagues. There was some evidence, however, that many Northwest companies are "lagging" behind other United States companies in all phases of training except orientation of new employees.

Job analysis, merit rating, and job evaluation. Of all their personnel activities, Northwest personnel men seem to be weakest in research, standards and control

functions. A partial explanation may be that many Northwest companies are small, but these functions are of value to companies of all sizes. A company does not have to have 5,000 employees to need job specifications in selecting the right man for a job, or job descriptions in evaluating jobs.

The use of such techniques as job analyses, merit ratings and job evaluations seems firmly established in the majority of United States companies but Northwest companies have been reluctant to adopt them. Here is an area in which many Northwest companies and personnel men could do a great deal of exploration.

Wage and salary administration. Personnel men from both the Northwest and the United States in general tend to assume joint responsibility for wage administration functions. This is further evidence that line executives are reluctant to delegate full responsibility to personnel men for matters of vital importance to the company and its employees.

In all instances the predominance of joint responsibility for wage functions is more evidence among Northwest personnel men than among personnel officials from the United States at large.

Greater responsibility could be sought in this sphere with the objective of relieving the line executive of a duty which could be performed as well or possibly better by a personnel specialist.

The only function in this group which is logically a "line" prerogative is the recommendation of wage increases.

Non-financial employee services. Non-financial employee services, such as supervising employee restaurants, athletic teams and publications, are typically facilitative and therefore logically delegated by line executives to appropriate staff men. The data received from the United States personnel men seem to bear out this theory, a majority of them stating they had full responsibility for the functions.

Northwest personnel men compare favorably with their United States colleagues in regard to the degree of responsibility assumed for all of the service functions except the supervision of employee restaurants. The use of company restaurants and cafeterias is not yet popular in the Pacific Northwest; however, it will come and when it does the Pacific Northwest personnel executive should play a prominent role.

NORTHWEST MEN COMPARE FAVORABLY

The degree of responsibility for personnel functions assumed by Northwest personnel men compares favorably with that assumed by other United States personnel officials. Therefore, the answer to the question raised earlier as to what kind of job Northwest personnel men are doing is that they are doing a relatively competent one.

The principal areas in which improvement could be sought, however, are:

1. Psychological testing (relying less on the interview).
2. Some phases of training, especially executive training.
3. Job analysis, merit rating and job evaluation.

4. Formulation of wage plans and incentive plans; other policy-making phases
5. Supervision of cafeterias.
6. Less responsibility for typical "line" functions such as the final decision in hiring, recommending promotions, the final decision for discharges, and others.
7. Vocational guidance.

The data reveal considerable evidence that many top line executives throughout the United States are somewhat hesitant in delegating full responsibility to personnel executives for the following key functions:

1. The administration of all employee relations functions, collective bargaining and negotiating contracts in particular.
2. The formulation of promotion, transfer, and layoff plans and policies.
3. The formulation of wage administration plans and policies.
4. The administration of training programs.

Of the above listed functions, only one—the administration of training programs—can be defended as being necessarily a joint activity between personnel men and line executives. The others could be very well assumed exclusively by personnel officials. It is believed the delegation to personnel men of greater responsibility for these functions, coupled with commensurate authority, would result in greater efficiency immediately and greater economy in the long run.

How much of a headache has FEPC legislation been to employers? Here are answers to many of management's fears and objections regarding these laws which by now cover virtually one-third of the country's population.

In Favor of FEPC

By ARNOLD FORSTER

IS common with all right-thinking Americans, most business men are opposed to discrimination in employment, but some feel that antibias legislation is not the answer to the problem. These few believe that expanding FEPC legislation will create too many new problems for management, that it will increase costs and produce a host of other difficulties for both employers and employees.

How much of a headache—if any—have the state fair employment laws proved to employers? In the six years which have passed since the enactment of the first such piece of legislation, sufficient data has been accumulated to make it possible to examine management's fears.

There is no question that FEPC is here to stay. Nine states so far have adopted enforceable anti-discrimination laws, and two others have statutes on their books calling for employers to stop job bias on a voluntary basis. In addition, local ordinances barring job discrimination are in effect in 22 municipalities, and FEPC laws have been proposed in another 14 states.

All in all, virtually one-third of the country's population is now covered by FEPC legislation, and the indications are that many more millions will soon be subject to its benefits and its limitations.

MANAGEMENT'S FEARS

All of the laws, modeled after the wartime Federal executive order which terminated in 1945, bear directly on an employer in the following three ways: (1) they prohibit his refusing to hire, discharging or discriminating in advancement because of race, religion, color, national origin or ancestry; (2) they ban his questioning of job applicants regarding their race or creed; and (3) they forbid discriminatory job advertising.

How seriously—if at all—do state FEPC laws hamper business organizations? *Business Week* asked this question of a representative number of employers last year and reported its findings in the February 25, 1950 issue. Here are its conclusions:

Employers agree that FEPC laws have not caused near the fuss that opponents predicted. Disgruntled job seekers have not swarmed commissions with complaints. Personnel friction has not been at all serious.

Despite the fact that FEPC has created little dissension in the states in which it has been tried out, some business men still continue to oppose it.

What specifically are management's fears regarding FEPC? In some instances, they have been concerned that they would be inundated by a flood of unfounded complaints which would take up a lot of time and money. Experience has shown, however, that only a relatively small number of such unfounded complaints have been voiced before various state commissions. For example, in the five-year period between July 1, 1945 and December 31, 1950, only a minority of the complaints made were dismissed by the New York State Commission Against Discrimination for the reason that no probable cause could be established, while 136 complaints were dismissed for lack of jurisdiction.

Some business men have worried that FEPC would involve them in endless red tape and in complicated legal proceedings, but again the statistics show that these fears are unfounded and that voluntary adherence to the law has been the rule rather than the exception. As reports of the various state commissions show, almost all of the complaints brought before them have been disposed of by conciliation without recourse to any drastic action. So far, cease-and-desist orders have been issued only in a few cases: once in New York, three times in Connecticut, once in Massachusetts, and once in Oregon.

One of the most frequently voiced complaints is that FEPC infringes upon management's right to hire the best qualified employee. This simply is not true. No restriction whatsoever is placed upon the employer's right to employ or to upgrade a worker on the basis of his own judgment of the candidate's training, experience, ability, personality, etc. Nor does the law force business to hire any person or refrain from firing any specific person.

On the contrary, it protects management in its right to choose the best candidate without regard to race, creed, color or national origin and, as the prominent attorney Orin Root pointed out, "it actually gives the average employer a much larger market. He picks the best according to the qualifications of each worker." This contention has been borne out by the various state FEPC commissions empowered to enforce the laws. Another poll conducted by *Business Week* reported that the commissions "have not interfered in any employer's basic right to choose the most competent man for the job."

FRICTION AMONG EMPLOYEES

Resistance to FEPC has also been expressed on the grounds that the law's demands would "create trouble" among employees. "It is not fair," these critics say, "to insist that I hire an employee of a minority group if my other employees refuse

to work with him. It might induce friction between the workers themselves and between workers and management."

Although such a condition might exist in a few isolated cases, the experience of those states in which FEPC laws already exist shows that this seldom happens. The overwhelming majority of employers who have employed minority group workers for the first time report that their fears of employee friction because of personnel prejudice were completely unfounded.

The Bridgeport, Conn., Brass Company admitted that none of the "disastrous results anticipated by FEPC opponents have come to pass such as mass walkouts of employees forced to work with minority groups, loss of patronage by mercantile establishments, etc." Instead, Bridgeport Brass found that the law received "voluntary acceptance ... by the vast majority of employers, employment agencies and unions," and reported that the Connecticut anti-discrimination law had widened job opportunities for minority groups without interfering with the rights of management.

The Prudential Insurance Company which has its home office in Newark, N. J., likewise discovered that it ran into no opposition from employees with the newly instituted anti-bias policy in that state, and the Elizabeth, N. J., Iron Works revealed that the FEPC law had not "created any new problems" and that there have been "no adverse comments from its employees."

The Western Electric Company, with plants in New York and New Jersey, disclosed that it had no difficulty in meeting the requirements of the FEPC law in those states. These laws, the company found, have not "entailed any undue hardship on employers who are trying to do a conscientious job in employee relations." Western Electric also observed that the antidiscrimination laws in both states "have been accepted generally by our employees."

CAREFUL PREPARATION HELPS

Sometimes departure from a restrictive employment practice requires careful preparation. This is especially true when Negroes are to be introduced into a clerical office. One of Philadelphia's oldest institutions with a staff of more than 1,700 office workers made the decision to introduce Negro girls into the clerical force. Previously a number of Chinese girls had been successfully introduced.

After the decision was made, the head of one of the largest departments called together his assistants and the heads of some 15 sections in the department. He explained the decision of the company to employ Negro girls and then asked for comment. Comment was entirely favorable, and after some further discussion each supervisor was asked to repeat the discussion with the members of his or her section. At these section meetings the most frequent response from the clerks was along the following lines: "Why, we went to school with colored girls; why should we mind working with them?" Many more remarks to the same general effect made it apparent that there would be no resistance.

Supervisors had been instructed to suggest to their clerks that effort should be made to be friendly to the newcomers and to give them every opportunity to prove their merit.

Shortly thereafter, two colored girls were employed in this large work group. They were very carefully selected, meeting requirements for aptitude test standards, which the company uses widely. No untoward incident occurred, and other girls have been employed since the first ones were hired more than a year ago.

IN "CONSUMER CONTACT" JOBS

Additional evidence that FEPC creates no undue personnel friction is provided by the experience of the Shanango Pottery Company, Newcastle, Pa., which in 1948 began to introduce Negro women into its plant for the first time. With the aid of the union, the company composed a letter to its employees advising them that the company henceforth would "hire women who meet the qualifications regardless of their color." The letter, signed by the company's president, James M. Smith, Jr., concluded as follows:

We are certain knowing the full facts of the case that you can be depended upon to do what is right . . . This is our chance to show that we can practice what we have been preaching for so long about equality and fair play.

No overt antagonism toward the company's plan was voiced by any of the employees, but management, knowing the prejudice did exist, nevertheless hired its first Negro employee with a good deal of trepidation. However, as Vice-President J. B. Zahniser reported: "The fateful day came and almost as an anti-climax it was like any other day, no trouble, no fuss, no strike . . . It has been a year since this experiment and . . . almost all of the 3,000 people in the pottery are a little bit bigger and happier than they were before."

Significant, too, is the experience of employers in organizations where concern over "consumer contact" deterred management from hiring Negroes. However, retail merchandisers—particularly large department stores—found that their fears in this regard never materialized either.

Typical was the experience of Carson, Pirie, Scott and Company which in July 1950 hired its first Negro employee for a junior executive's position in the general superintendent's office. Commenting on the experience of this Chicago firm, the American Friends Service Committee's June 1951 newsletter reported:

Today there are several hundred Negro employees in nontraditional jobs at Carson's. They work as display artists, cashiers, sales clerks, stenographers, bookkeepers, stock clerks, detectives, watchmen, and personnel representatives. From the very beginning, there has not been a single complaint from any quarter, customers or white employees.

Elsewhere in the nation, retailers who began employing Negroes in positions previously reserved for whites experienced the same reaction—no trouble, no difficulties of any kind.

Noteworthy in this respect was an experiment conducted by retail establishments in Minneapolis where, until fairly recently, department stores had never hired Negro salesgirls because company officials were convinced that their customers and employees would object. However, when a survey conducted by the League of Women Voters indicated that more than 90 per cent of their members did not care about the color of a salesgirl as long as she was a capable employee, one large department store took the plunge and hired its first Negro girl to work behind the counter. Its fears proved groundless. Only two old customers cancelled their charge accounts. This loss was more than compensated for by several scores of new customers who opened charge accounts at the store to show their approval of the management's action.

FULL EMPLOYMENT NOT THE ANSWER

In some instances, business men have opposed anti-discrimination laws for reasons of personal prejudice or because they have been erroneously informed as to the actual terms and purposes of such legislation. Others contend that FEPC laws simply will not work and that the best way to do away with job discrimination is to achieve full employment. This argument, however, is not valid. History has shown that widespread job discrimination will exist in periods of full employment and that minorities are arbitrarily restricted to menial, lower paid jobs or receive less wages for the same type of work. If full employment automatically resulted in fair employment practices, there would have been no need for FEPC during World War II.

Many business men who are personally opposed to discrimination in employment contend that it can best be eliminated, not by legislation, but by education. This is only partially true. While education is an essential part of the fight against discrimination, experience has shown that one of the most successful ways of eradicating a prejudice is to let an employee have the actual experience of working beside a member of the group about which he has held prejudiced notions.

There are some—fortunately not many—in the ranks of management who are against FEPC on the grounds that no one has the right to interfere with the way in which a man conducts his business. To them it can only be answered: Not completely. Under the American system of government there are many legislative rules to insure the lawful conduct of commercial enterprise. It is the legitimate concern of the community that industry be a good public investment and that it employ all available labor without regard to race, creed, color, national origin or ancestry.

Experience has shown that instead of creating dissension FEPC has proved a bulwark against the encroachment of the Communist ideology into the main stream of the American way of life by removing some of the inequities which had previously existed in the employment field. As Charles Luckman, former president of Lever Brothers and a member of the President's Committee on Civil Rights, observed:

There are, in this country, millions . . . who are members of minority groups. In their hopelessness, they may look for a panacea to improve their lot. Some turn to Fascism. Others to Communism. Many think that

Communism will give them rights as individuals which they do not enjoy today . . .

Democracy says that we were born with these rights . . . Give Joe Doakes and all of his brothers these things . . . and you'll be helping America to realize more fully the democratic ideal.

Business men have found that Luckman was right. Wherever FEPC has been introduced, the appeal of Communism among the workers has diminished. For example, the Bridgeport Brass Company recently reported that FEPC in Connecticut has "eliminated entirely a large and growing Communist campaign being waged ... among the large urban Negro groups."

IT IS IMMORAL

In the final analysis, perhaps the strongest arguments in favor of FEPC are neither economic nor social nor political, but moral. As thinking Americans and church leaders everywhere have pointed out, discrimination is immoral and unjust. This point of view has been eloquently expressed by Bishop Bernard J. Shiel of Chicago, Auxiliary Bishop of the largest Roman Archdiocese in the world:

A fair employment practice law would give legal recognition to the God-given dignity which every human being possesses. If we are truly Christian, we cannot preach one thing and practice another . . . Economic discrimination is immoral; it is clearly sinful. How long can we expect to sit by while children of God find their paths blocked at every point by the forces of bigotry and discrimination?

The Want Ad columns carry more jobs for typists, stenographers and secretaries than in any other classification. Inexperienced girls can be developed into useful employees by well-planned training programs. An outline of such a program is described here by its originators.

Solving the Secretarial Shortage

BY BETSY A. PERRY AND JEAN U. RABENOLD,
Vitro Corporation of America, New York.

HAVE you found yourself hard hit with the present-day shortage of female personnel in the clerical and secretarial fields? We have been caught short-handed too—but, faced with this situation, plus more business contracts than ever before in the Company's history, we've looked for, and FOUND a remedy!

As a means of maintaining a top-notch clerical and secretarial staff, we have organized a Secretarial Training Program. It is open to recent high school and college graduates, with little or no experience. Recruiting visits to schools are made well in advance of the February and June graduations. We also keep open orders with several employment agencies because the organization of the program permits us to employ good training prospects at any time of the year. Girls with both typing and steno skills are preferred, although those with just typing are acceptable, provided they are willing to learn to take dictation.

TRAINING THE NEW GIRLS

The training is designed to make the girl's adjustment from school to business as painless as possible. We find that while some come with good preparation, others have a very unrealistic picture of the business world and their place in it. We endeavor to give them a well-rounded view of the situation, and provide them with practical training in our Company's procedures and policies. The training period lasts from three to six months, depending on the individual's progress, and the needs of the Company. As requests for permanent people are received from the various departments we have on hand a group of trained and partially experienced girls from which we can fill openings, or replace a girl who has been promoted. Thus we prevent long delays in filling openings and expedite our policy of promotion from within.

During the training period the girls are assigned to the Personnel Department

where their work is directed by three staff members. The training is divided into several sections. Material for each section is collected in a training manual, which is subject to constant evaluation and revision. An outline of the training program follows:

1. *Orientation*

Girls are hired in small groups rather than all at once, so that they may be given more individual attention. Each girl goes through a planned orientation period during her first week of employment. She is given a secretarial handbook in which to compile her notes and training materials. Psychological tests are administered for use in guidance and research. The following topics are covered:

- a) Company information—history, locations, key personnel
- b) Mail procedures
- c) Building orientation—visits to stock room, teletype, mail room, reproduction room, and switchboard
- d) Company forms
- e) Practice in use of reproduction methods
- f) Telephone procedures
- g) Reference books
- h) Typing and dictation aids
- i) Emphasis on proofreading own work (often neglected in school)
- j) Word division
- k) Letter forms

2. *Work Experience*

Following the orientation, the girls work for three week periods in the various departments. They gain familiarity with the Company procedures, meet the personnel, and provide valuable assistance when there is an extra work load, or an absence for vacation or illness. Supervisors are requested to fill out a questionnaire about the work they have done.

3. *Group Meetings*

Once a week, the girls in training meet for an hour. The following are typical subjects:

- a) Discussion of attitudes, and the part they play in merit rating
- b) Visit to Telephone Company for film on telephone courtesies
- c) Speaker from a well-known secretarial school on "The Secretaries' Job"
- d) Student panel discussion on grooming
- e) Panel of Supervisors—"What a Boss Expects"
- f) Open discussion of work problems

4. *Secretarial Assistance*

Whenever possible each girl has the opportunity to "sit in" with a selected secretary for approximately one week. During this time she learns from observation and guided participation.

5. *Individual Training*

Some time during the training period, each girl returns to the training room. In an individual conference, her work is evaluated, and two

weeks of training are planned to meet her needs. Work sheets have been developed to give practice in special subjects which have been found to be weak, such as; grammar, spelling, word division, typing, dictation, etc.

This program not only looks good to our supervisors on paper, but its best selling point is that it works! We are constantly receiving calls for trainees, and many of our supervisors are beginning to say, "If a girl has completed the training program, I'll take her without further interview."

About the Authors

W. H. Gilman, Jr. received his BS in Economics from the Wharton School of the University of Pennsylvania and is in the School of Business at Western Reserve University. His MA degree in Business Administration was received from Western Reserve. He has worked in Industrial Engineering and is teaching Industrial Relations. He is the author of handbooks on personnel subjects. He is Institute Co-ordinator for the Northern Ohio Chapter of Industrial Trainers.

John Tuckerman is working for his law degree at Western Reserve University. In 1950-1 he was a graduate assistant in the Industry Department and taught Industrial Management.

Charles W. Voris' degrees include BS and MBA from the University of Southern California and Ph.d. from Ohio State. He was engaged in personnel activities during his Navy service. He has had industrial experience in personnel and is now teaching personnel at State College of Washington.

Arnold Forster has been Director of Civil Rights Activities and chief counsel of the Anti-Defamation League of B'nai B'rith for the past 12 years. He introduced the League's annual Survey of Anti-Semitism in America and is the author of "A Measure Of Freedom," an outstanding work on prejudice.

Mrs. Jean Ulder Rabenold is Assistant Personnel Manager in charge of Training, Vitro Corp. of America. She has a BS degree from New Jersey State Teachers' College and MA in Vocational Guidance from Teachers' College, Columbia.

Mrs. Betty Abern Perry is Assistant Personnel Manager in charge of employment at Vitro Corp. She has a BA degree in Industrial Psychology from Buchnell University.

The Supervisor as Personnel Administrator

By Eileen Ahern

Nearly ten years ago, Lawrence Appley wrote an article, titled "Management The Simple Way," which has been widely quoted. He expressed particularly well something which, in a great many companies, is only now beginning to get the attention it should:

"Management is the development of people and not the direction of things . . . Management is personnel administration."

Technical knowledge and good materials, equipment, and methods are essential, of course, but their effective use depends upon the co-operation of human beings in an organization. Mr. Appley's striking statement, therefore, does not claim too much for personnel administration. This point of view has been reflected in the best literature published in the personnel field since the early 1940's. It is still not generally held in any real sense; and many companies give only lip service to it. However, in the 1950's, a company's competitive position may depend to a large extent upon good human relations within the organization. Quite a few companies, recognizing this, are making stronger efforts along the right lines.

A COHESIVE MANAGEMENT ORGANIZATION

The supervisor is obviously a key man in any company's personnel administration. Yet many companies, in establishing a personnel department, act as if it were pos-

si ble to centralize human relations. Quite often, even the supervisor wants to rely in this way on the personnel department, preferring to concentrate on production problems. This misconception of the role of the personnel department is one reason some executives have become skeptical of its value. In some companies the difficulty is not that modern personnel methods have failed, but that they have never really been tried.

Even personnel executives may misconceive their function, or some of them may question, though perhaps not consciously, the value of their work. Indeed, they can hardly be successful in it if top management does not clearly see the roles of personnel staff and line supervisors.

There is an excellent book which makes suitable private reading for all three groups—top management, personnel executives, and line supervisors. A management training program based on it would be highly productive in furthering mutual understanding of the company's personnel administration at every level. This book is *PERSONNEL ADMINISTRATION—A POINT OF VIEW AND A METHOD*. By Paul Pigors and Charles A. Myers. (McGraw-Hill, New York, 1951. \$6.00).

First published in 1947, this book has just been revised. Since many readers of *PERSONNEL JOURNAL* doubtless are already familiar with its value, they may wish to know to what extent, and in what ways, it has been revised. We would say that

acquiring the new edition should be very worth while to many people in the field. The changes do not in any way make the first edition obsolete, but, by incorporating the most recent work of others and the additional work the authors themselves have done, the second edition will be found much more useful. Readers will observe, throughout the text, new material on the following:

1. Fuller explanation of the responsibility of line management for personnel relations.
2. New emphasis on the need for working with union leaders.
3. New discussion of the impact of union wage pressures on company wage policies, showing the resolution of conflicting pressures.
4. Examination of the challenge of increasing teamwork, with particular attention to the role of the supervisor.
5. New appraisal of employee resistance to change and methods by which this obstacle may be overcome.

The part the supervisor plays in personnel administration is suggested very strongly by the points just enumerated. The role of line supervisors is not discussed in one chapter and separated from the specialized work of the personnel staff, treated in the remaining chapters. Instead, the co-operative relations between line supervisors and personnel staff are skillfully brought out as each subject is dealt with. The authors are also successful in the way they weave the thread of relations with organized labor throughout the book.

The first part of the book sets forth principles, drawn from many fields of social science, and this provides a framework for discussion of case illustrations in the second part of the book. The distinguishing features of this, as compared with several other texts on personnel relations, are: (1) extensive use of the case method, (2) emphasis on principles as a basis for policy and practice, (3) sophisticated treatment of organized labor in an organization's

human relations network, and (4) expert delineation of the roles of line supervisors and personnel staff.

The book includes the usual subjects found in a personnel text, such as those pertaining to recruitment, induction and selection of employees; wage administration; labor turnover and internal mobility, transfers, downgrading, layoffs and discharges; health and safety; employee services; and grievance handling. It also includes subjects not found in many personnel texts, such as up-to-date material on employee participation in production problems; teamwork and individual goals; and indexes of employee morale. Selected bibliographies for each chapter are included, and they show evidence of careful screening, which is too often not the case with many books of this kind. This is an unusual personnel text in many ways, and it shows the practical experience of the authors, who are professors at the Massachusetts Institute of Technology.

IS THERE A NEED FOR A PERSONNEL ADMINISTRATOR?

The authors state their agreement with Thomas G. Spates, formerly Vice President in charge of Personnel Administration at General foods and now teaching at Yale University, who declared, at a meeting of the American Management Association, that no company is "too small to have someone whose primary job it is to specialize in personnel administration and the study and elimination of causes of misunderstanding and resentment on the part of employees and supervisors." To accomplish this, a knowledge of several specific methods, such as job evaluation and wage and salary administration require, is necessary. But the personnel specialist is more than a technician, for the effective carrying out of various specialized procedures requires an understanding of principles of human behavior. This latter requisite of the personnel specialist is particularly im-

portant in the task he has of developing good personnel relations through the line supervisors. These principles stem from a variety of social sciences, and have not been codified precisely.

THE SUPERVISOR'S HUMAN RELATIONS

Another book, recently published, provides excellent material on principles of human relations applicable in the line supervisor's job. This is *HUMAN RELATIONS IN SUPERVISION*. By Willard E. Parker and Robert W. Kleemeier. (McGraw-Hill, New York, 1951. \$4.50). It is a good book for supervisors to read, but it would be even better for group discussion in a supervisory training program. It might be interesting to use it, for such a group, in

conjunction with the book by Pigors and Myers. The latter shows how the work of the personnel staff and line supervisors must mesh together, the presentation by Parker and Kleemeier deals with the line supervisor's personnel administration.

The authors say: "This book is directed specifically to the first-line supervisor, because the establishment of good human relations in any organization stands or falls upon the skill of these supervisors in dealing with human problems . . . we have tried to represent accurately modern principles of management and the findings of psychology. . . . The basic scientific theories are presented along with examples and illustrations of their correct use in the supervisor's daily work." They have admirably succeeded in their aims.

Other Recent Books

STUDIES IN LEADERSHIP: Leadership and Democratic Action. Edited by Alvin W. Gouldner. Harper & Brothers, New York, 1951. 736 pp. \$5.00. If the literature of business is a reflection of what management is thinking about, then it is clear, from even the most superficial survey of current business periodicals, books, and the printed proceedings of business conferences, that the subject of leadership is one of universal interest. But leadership is as old as society itself. What accounts for the widespread interest in it now, particularly within business circles?

First, of course, is the fact that one of the most significant areas in which leadership is manifested is in business. Second, it is a fundamental belief of our Western democratic society that leadership can be learned, that one need not have been "born to the purple" in order to lead. (This puts one in mind of Robert Frost's observation that after the American Revolution, all the "best people" went back to England,

and the others proceeded to develop one of the outstanding cultures of history.)

We are therefore interested in finding out how and under what conditions the qualities of leadership are nurtured. This interest is also especially prevalent now because the past decade has seen much research which is exceedingly useful for understanding and evaluating the behavior of leaders and for developing the qualities of leadership.

Some of the significant results of this research are ably summarized in *STUDIES IN LEADERSHIP* in which Alvin Gouldner brings together 33 papers, representing the work of some of the most distinguished social scientists in America today. The book is by no means limited to any one particular field; it is concerned with leadership in many fields—the business leader, the union leader, the leaders among minority groups, political groups, and in national and international affairs. For the social scientist is reluctant to make generaliza-

tions about the qualities of the leader or his characteristic behavior. Rather, he believes that the structures in which leaders operate compel different forms of leadership behavior. Accordingly, the backgrounds, motivations, and behavior of different types of leaders are analyzed within their own frameworks. From these, the reader may deduce his own "common denominators" about leaders in different walks of life and pursuits, and also their differences.

In the process, he will also have learned a great deal about the consequences of democratic vs authoritarian leadership, the personal and social conditions fostering them, and the ethics and techniques of leadership.

Most of the chapters of the book are highly readable. They have been skillfully integrated by the editor, who has in addition provided the reader with an introduction to each major section of the book. These introductions serve to unify the papers, placing them against a background of scientific thought expressed in layman's language.

F. F. Bradshaw, President
Richardson, Bellows, Henry & Co.
New York City

LIVING WITHOUT HATE: By Alfred J. Marrow. New York: Harper & Brothers, 1951. 269 pp. \$3.50. "Living and Working in Cooperation" could have been the title of this book. It deals with effective methods of handling those undeclared civil wars between groups which keep businessmen gnawing their fingernails.

Dr. Marrow summarizes facts unearthed by recent scientific study which help clarify the problems of group cooperation or group conflict. The topics range from neighborhood vandalism, through resistance to changes in production methods, to race prejudice. About one-

third of the book deals directly with industrial questions, the rest with community problems.

The author is especially well qualified to report this work. As a professional psychologist he was one of the pioneers in group dynamics. And as president of the Harwood Manufacturing Corp. he has been unusually successful in applying the principles. His book is simply written, with a minimum of technical language.

At the outset he shows how most "common sense" efforts to improve human relations fail, and explains why. Pamphlets, mass meetings, advertising, lessons on economics, and the usual methods tried to get people to change their group attitudes, just don't produce a change. This is not news to many in personnel work.

The constructive aspects of the book deal with methods for leading people to participate in group thinking so they (1) accept a decision and (2) support it. Workshop methods for training leaders to handle group decision techniques are described, and many examples of the techniques given from Dr. Marrow's own firm.

There are many indications that the newer methods of group dynamics are the most useful which have yet appeared for bettering industrial relations. The personnel department needs to be well acquainted with the stockpile of information in this field, and to see that it is communicated to all levels of operating executives.

This book is the most easily read summary of this stockpile to date. Although a large portion of it deals with conflict between religious or racial groups, the same principles are involved when other groups rub shoulders. Labor or management, employer or employee, may be as distinct groups as are Negro or White. A sobering thought.

Donald A. Laird
"Homewood"
Lebanon, Indiana

In Perspective...

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management

THE AMERICAN CIGARETTE INDUSTRY. By Richard B. Tennant. New Haven: Yale University Press. 1951

Reviewed by J. K. Galbraith in *Yale Review*, Spring 1951

Reviewed by Reaves Cox in *Journal of Political Economy*, October 1951

Reviewed in the *Economist*, September 22, 1951

DESTINATION UNKNOWN. By Walter Gordon Merritt. New York: Prentice-Hall. 1951

Reviewed by Ben McClancy in *Management Review*, September 1951

Reviewed in *Labor Law Journal*, August 1951

EMPLOYERS' ASSOCIATIONS AND COLLECTIVE BARGAINING IN NEW YORK CITY. By Jesse Thomas Carpenter. Ithaca, New York: Cornell University Press, 1950

Reviewed by Joseph Shister in *Journal of Business*, April 1951

Reviewed by Lois McDonald in *Industrial and Labor Relations Review*, July 1951

Reviewed by Kirk R. Petshek in *Journal of Political Economy*, June 1951

Reviewed by Hugh A. Bone in the *Annals of the American Academy of Political and Social Science*

THE GROUP APPROACH TO LEADERSHIP TESTING. By Henry Harris. London: Routledge and Kogan Paul, Ltd. 1950

Reviewed by Joseph H. Pataky in *Personnel Administration*, November 1950

Reviewed by Bernard M. Bass in *Personnel Psychology*, Autumn, 1951

THE HOUSE OF LABOR: INTERNAL OPERATIONS OF AMERICAN UNIONS. Edited by J. B. S. Hardman and Maurice F. Neufeld. New York: Prentice-Hall. 1951

Reviewed by Morris Weisz in *Monthly Labor Review*, June 1951

Reviewed by Daniel Bell in *Labor and Nation*, Summer 1951

Reviewed by Neil W. Chamberlain in *Management Review*, September 1951

JOB MODIFICATIONS UNDER COLLECTIVE BARGAINING. By Richard A. Lester and Robert L. Aronson. Princeton, N. J.: Princeton University Press, 1950

Reviewed by John M. Brophy in *Industrial and Labor Relations Review*, April 1951

Reviewed in *Supervision*, June 1950

THE LAW OF LABOR RELATIONS. By Benjamin Werne. New York: Macmillan.

1951

Reviewed by Louis B. Becker in *Monthly Labor Review*, May 1951

Reviewed by Leland Hazard in *Management Review*, August 1951

Reviewed in *Labor Law Journal*, July 1951

Reviewed in *Dun's Review*, June 1951

Reviewed by L. F. Mugridge in *Public Relations Journal*, April 1951

Reviewed by Benjamin Werne in the *Annals of the American Academy of Political and Social Science*, July 1951

LABOR AND INDUSTRIAL RELATIONS, A GENERAL ANALYSIS. By Richard A. Lester. New York: Macmillan. 1951

Reviewed by Solomon B. Levine in *Labor and Nation*, Summer 1951

Reviewed by Herbert J. Lahee in the *Annals of the American Academy of Political and Social Science*, September 1951

Reviewed by Boris Stern in *Monthly Labor Review*, October 1951

PRESSURES ON WAGE DECISIONS: A CASE STUDY IN THE SHOE INDUSTRY.

By George P. Schultz. Cambridge, Mass.: The Technology Press and John Wiley & Sons Inc. 1951

Reviewed by Charles W. Lytle in the *Annals of the American Academy of Political and Social Science*, May 1951

Reviewed in *Modern Industry*, October 1951

SAVING AMERICAN CAPITALISM: Seymour E. Harris, Ed. New York: Alfred A. Knopf. 1949

Reviewed by Theodore Morgan in the *Annals of the American Academy of Political and Social Science*, September 1949

Reviewed by Milton R. Kenvits in the *Saturday Review of Literature*, January 22, 1949

Reviewed by Paul A. Baron in the *New York Times*, January 16, 1949

Reviewed by M. Bronsenbrenner in the *Journal of Political Economy*, October 1949

SELECTING AND INDUCTING EMPLOYEES. By George D. Halsey. New York: Harper & Brothers. 1951

Reviewed by Martin M. Bruce in *Management Review*, May 1951

Reviewed by Norman C. Ecklund in *Public Personnel Review*, April 1951

Reviewed by E. Fassberg in *PERSONNEL JOURNAL*, May 1951

Reviewed in *Supervision*, February 1951

Reviewed by W. A. McCoy in the *Annals of the American Academy of Political and Social Science*, September 1951

Personnel Research

A Sales Situation Test. By Milton L. Rock, Philadelphia, Pa. *Journal of Applied Psychology*, Vol. 35, No. 5, October, 1951, 331-332.

This article describes a new test which is attracting considerable attention. It is designed to measure judgment in the sales situation which is not adequately measured by any other test. Selecting successful salesmen is one of the most difficult problems in personnel work, and this test seems to fill a real need.

Sales managers from a number of companies were asked to make up selling situations that would require sales judgment. These sales situations were then revised and edited and 25 were selected. Each sales situation has four alternate judgments which are to be ranked from one to four. The following items taken from the test will show how it works:

3. A salesman should visit his customers:
 - Only when he has something to sell.
 - As frequently as possible.
 - Only when he has an inquiry from the customer.
 - Depends on how much the customer buys.
12. The prospect says he doesn't need your product, but says he is looking for a product to do something that is allied to your company's line. The salesman should:
 - Tell him your company doesn't make any product like this.
 - Get complete information on his needs and report this to the sales manager.
 - Try to sell your product to him as a partial substitute.
 - Contact other companies and report findings to customer.

The tests were sent out to sales managers and top salesmen in the country and they ranked the alternate judgments for each question. The scoring method was developed on the basis of this ranking. The test has been administered to groups of salesmen in several companies and to a

group of production men in one of the companies. The article reports distributions of scores on the test for these three groups and shows that the differences found were statistically significant.

Simplification of Flesch Reading Ease Formula. By James N. Farr, James J. Jenkins, and Donald G. Paterson, University of Minnesota. *Journal of Applied Psychology*, Vol. 35, No. 5, October, 1951, 333-337.

In 1948 Rudolf Flesch reported a formula for determining reading ease of a given passage which involved only the use of syllable counts and sentence length. The authors of this article propose to substitute for syllable count per hundred words in Flesch's reading ease formula the number of one syllable words per hundred words. This latter count could be made much more rapidly and would not require knowledge of syllabification. A study was made of 360 hundred-word samples from 22 employee handbooks by each of the methods of counting word length. The correlation between the old reading ease scores and the new reading ease scores for the 360 paragraphs was .93. A table to facilitate computation of the new reading ease index was prepared and is given in this article. The authors conclude that the evidence indicates that the simplified formula may safely be substituted for the original formula.

Validity of the Owens-Bennett Mechanical Comprehension Test. By Robert W. Halliday, Frank M. Fletcher, Jr. and Rita M. Cohen, The Ohio State University. *Journal of Applied Psychology*, Vol. 35, No. 5, October, 1951, 321-324.

This is a study of 105 freshman engineering students at The Ohio State University who took Form CC of the Mechanical Comprehension Test at the beginning of the school year 1949-50. Scores on the test were correlated with first-quarter and first-year grade averages and with specific

course grades throughout the year. The correlations were then compared with those computed using Ohio State Psychological Test scores and the same grade averages. A correlation of .40 was found for Mechanical Comprehension Test scores with first-year grade averages. This correlation seems to be based on the relationship of the test scores to Engineering Drawing and Geometry achievement. The test gives promise of differentiating (using the cutting-score method) students who will successfully complete one year of engineering work from those who will not complete their first year. Any of the cutting scores tried, however, will eliminate some of the successful students. The Ohio State Psychological Test gives a correlation of .55 with first-year grade averages as compared with .40 for the Mechanical Comprehension Test. The authors were surprised to get higher validities for the Ohio States test, because this test had been characterized as predominantly "verbal." When time of administration is important, the forty minutes required for the Form CC may make this test preferable to the Ohio State Test, which takes two to three hours.

An Index of Job Satisfaction. By Arthur H. Brayfield, Kansas State College, and Harold F. Rothe, American Hospital Supply Corporation. *Journal of Applied Psychology*, Vol. 35, No. 5, October, 1951, 333-337.

Personnel techniques and procedures should be validated against a criterion of job satisfaction. However indices of job satisfaction are difficult to obtain and most

investigators have proceeded on the basis of subjective judgment. This study describes the method of construction of an attitude scale to measure job satisfaction. It was assumed that job satisfaction could be inferred from the individual's attitude toward his work. The scale was constructed by a combination of the methods used by Thurstone and Likert. The following examples taken from the 18 items on the "job satisfaction blank" will illustrate the procedure:

"2. My job is usually interesting enough to keep me from getting bored.

STRONGLY AGREE AGREE UNDE-
CIED DISAGREE STRONGLY
DISAGREE

12. I feel that I am happier in my work than most other people.

STRONGLY AGREE AGREE UNDE-
CIED DISAGREE STRONGLY
DISAGREE"

The employee is asked to check the statement "which best describes how you feel about your present job." The authors should be commended for the studies of reliability and validity of this attitude scale which they report. These are summarized as follows: "A reliability coefficient of .87 was obtained for one large group. Evidence for the high validity of the blank rests upon the nature of the items, the method of construction, and its differentiating power when applied to two groups which could reasonably be assumed to differ in job satisfaction."

Across the Editor's Desk

With the Personnel Associations

THE WOMEN'S PERSONNEL GROUP OF PHILADELPHIA met at the Art Alliance on November 20, 1951, to hear T. W. Collins, Personnel Coordinator of Pittsburgh Plate Glass Company, discuss job evaluation. Mr. Collins in his talk covered all the various systems—Point System, Rating System, Factor Comparison, etc.—and the procedures involved in setting up a job evaluation program.

THE TRI-COUNTY PERSONNEL ASSOCIATION presented William W. Pratt as its speaker on November 14, 1951, at a dinner meeting in the Hotel Casey, Scranton, Pa. Mr. Pratt, Executive Director of the Pennsylvania Credit Union League and Vice President of the Cuna Mutual Insurance Society chose as his topic "The Credit Union—A Supplement to an Industrial relations Program."

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION on November 14, 1951, held a meeting at which W. H. Mordy, Vice President of Moore Business Forms, was the principal speaker. Mr. Mordy's subject was "Top Management's Evaluation of Training." Also at the meeting, in accordance with a new feature being introduced this year, Mardelle Milisich, Training Director of Sherwood Swan Company, presented a short sketch on some special features of her company's programs.

THE WOMEN'S PERSONNEL ASSOCIATION OF BALTIMORE announces its new officers as follows: *Chairman*, Miss Helen D. Hutchinson of Enoch Pratt Free Library; *Vice-Chairman*, Mrs. Lee Voelker of Baltimore Life Insurance Company; *Treasurer*,

Mrs. Hildegard Owens of Personnel Service Company; *Secretary*, Mrs. Carol de Fries of Mathieson Chemical Company; *Membership Chairman*, Miss Ruth Ring of the Vocational Rehabilitation Office. At the Association's first fall meeting Henry E. Niles, Vice President of the Baltimore Life Insurance Company, who recently returned from an ECA industrial mission to Germany, spoke on "Human Relations in German Industry."

THE PERSONNEL MANAGERS CLUB of the Boston Chamber of Commerce met on November 13, 1951, at the University Club. Principal speaker was Professor Alex Bavelas, Associate Professor of Psychology at the Massachusetts Institute of Technology, who has established a reputation for his unique presentation of role-playing as a training device and in the solution of human relations problems.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO at its meeting on November 12, 1951, heard James M. Gillen, Director of Personnel Research Section, General Motors Corporation, speak on "Development of Employee Benefit Plans in Industry." Mr. Gillen discussed the employer's role in group insurance, hospitalization, and sickness benefits, outlining what benefit programs should rightfully include, what they should accomplish, and how they should be financed. C. L. MacKinnon, Industry Member of the Regional Stabilization Board and General Manager of The Franklin Association, spoke at the November 8 meeting of the Association on "The Employer Position and Problems with Wage Controls." Mr. MacKinnon reviewed

the wage problems confronting the average company today, explaining the Board's point of view and the information required by the Board in order to get its cooperation in employer petitions. On October 30 a group met to discuss training problems. Speaker of the evening was M. R. Graney, Superintendent of Training at Inland Steel Company and former Assistant Director of the Technical Extension Division of Purdue University, who gave his views on what is currently expected of training people and how to solve some of the problems they encounter. On October 25 the topic for discussion was "The Sears Executive Battery of Psychological Tests." V. J. Bentz, Psychologist of National Personnel of Sears, Roebuck & Co., explained what tests are used and what each measures; how they are used and how they differentiate between success and failure in Sears' executives.

THE HOUSE MAGAZINE INSTITUTE ON November 8, 1951, heard John Haskell, Vice President of the New York Stock Exchange, tell why "American Industry Needs More Owners as Well as Workers." Mr. Haskell spoke from the point of view of an industrial editor who executes management's desire to further the employee's "economic education."

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION Executive Board has unanimously agreed to accept student membership at an annual fee of \$2.50 regardless of the time of year the application. College students majoring in Training, Personnel Work, and Education are being encouraged to join. C.T.D.A. also announces Walter J. Tait of Standard Oil is Chairman of the Committee for Personnel Procurement and advises anyone who knows of job openings or who is seeking a position in the training field to contact him at Standard Oil Company of California, 225 Bush Street, San Francisco 20.

THE CHICAGO ASSOCIATION OF COMMERCE AND INDUSTRY held the last of a series of six meetings on "Making the Most of Our Manpower Resources for Defense and Civilian Work" on November 14, 1951. At this meeting W. G. Caples, President of Inland Steel Container Company and head of the Industrial Relations Association of Chicago, told his audience "How to Survey and Plan for Your Future Manpower Needs." At a previous meeting of the series held on November 7, Dr. Joseph W. Towle, Professor of Industrial Management at the School of Commerce of Northwestern University, spoke on "Increasing Productivity by Reducing Turnover, Tardiness, Absenteeism, and Improving Workers' Morale." On November 1 the topic for discussion was "Methods for Selecting and Placing New Workers and for Choosing Present Workers for Training and Advancement" by George Speer, Director of the Institute for Psychological Services, Illinois Institute of Technology. John G. Grubb, Staff Assistant to the General Manager of Johnson & Johnson, was the speaker at the October 26 meeting, when he discussed "Benefits of an Organized Training Program."

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES featured a panel discussion on the subject of "Industrial Communications" at its meeting on November 14. Panel members and their respective roles were: Raudy Van Nostrand, M & M, representing management; Phyllis Loftus, SCIE, representing the industrial editor; Roy Bell, NAF, representing the supervisor; Lew Peck, PIRA, representing the personnel director; and Andy Brown, North American Aviation, representing the typical reader. PIRA joined the Southern California Editors' Association in this meeting. PIRA also reports that Lawrence A. Appley, AMA President, drew one of the year's largest

attendances to the October PIRA meeting, which welcomed the Personnel Women's Group of Los Angeles as guests.

THE SOUTHERN CALIFORNIA INDUSTRIAL EDITORS ASSOCIATION and the Northern California Industrial Editors Association, co-conductors of the Industrial Editors Awards for 1951, have appointed a nine-

member committee headed by Charles Bradford of Northrop Aircraft, Inc., to formulate plans for the contest. Designed to rate the editorial and artistic achievement of employee publications bearing datelines April 1 to December 31, 1951, the contest is open to approximately 6,000 publications here and abroad. It is sponsored by the International Council of Industrial Editors.

Conferences

THE COUNCIL OF PROFIT SHARING INDUSTRIES held its fourth annual conference at the Book-Cadillac Hotel in Detroit, Mich., November 12 and 13, 1951, on the theme, "What Makes a Profit Sharing Plan Succeed?" Among the angles discussed at the two-day sessions was "How I Introduced Our Plan to the Workers" by Clarence A. Wimpfheimer, President of American Velvet Company, and Denton K. Swartwout, President of The Swartwout Company; "Employee Owned Companies" by Art T. Cornell, Vice President of Parmenter & Bulloch Mfg. Co., Ltd., and C. D. Barr, President of American Cast Iron Pipe Company; and "Labor Looks at Profit Sharing" by Herman Daigneault, Local Union President at Lapointe Machine Tool Company.

THE NORTH CAROLINA STATE OPTOMETRIC SOCIETY and the Department of Psychology at North Carolina State College jointly sponsored the third annual Occupational Vision Congress on November 25, 26, and 27, 1951, in the new Textile Auditorium on the North Carolina State College campus. The theme for the Congress was "Vision in Occupational Efficiency and Safety."

THE SOCIETY FOR ADVANCEMENT OF MANAGEMENT presented its annual fall conference on Productivity, Cost Reduction and Human Relations on November 1 and 2, 1951, at the Hotel Statler in New York City. The Human Relations Sessions in-

cluded speeches entitled "Practical Values of Organization" by R. E. Gillmor, Vice President of Sperry Corporation.

THE AMERICAN ASSOCIATION OF INDUSTRIAL EDITORS have approved plans for the 1952 convention presented by the Cincinnati Industrial Editors, who will be hosts for the annual conference to be held at the Netherland Plaza Hotel in Cincinnati March 26-28, 1952. The first day's program will be devoted to external house organ editors' problems. This is said to be the first national convention to plan a series of meetings specifically slanted toward "externals". The second day will be devoted to meetings of mutual interest to "external" and "internal" editors alike. The third day will deal primarily with internal house organ editors' problems.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION held its 13th annual conference November 1, 2, and 3, 1951, at the Multnomah Hotel in Portland, Ore. With the theme, "Positive Personnel Planning," the conference presented a keynote address by Dr. Dwayne Orton, Vice President of International Business Machines Corp., entitled "Products, Profits and Persons"; "Let's Get Personel" by George A. Bowie, Dept. Public Relations, Firestone Tire and Rubber Co.; "Working with People" by Dr. Robert K. Burns, Executive Officer, Industrial Relations Center, University of Chicago; and others.

THE NATIONAL METAL TRADES ASSOCIATION at its 52nd annual convention, held in Chicago November 14, 15, and 16, 1951, devoted a complete afternoon session to a panel discussion of "Industrial Training." Moderator of the panel was George S. Dively, President and General Manager of Harris-Seybold Co. Members of the panel were: Joseph M. Schappert, Director of Industrial Relations, Campbell, Wyant and Cannon Foundry Co., who spoke on "Middle Management"; William F. Ballard, Assistant Superintendent, Columbus Coated Fabrics Corp., who discussed "First-Line Supervision"; and Edward deLuca, Engineering Faculty, Pratt Institute, whose topic was "Work Simplification."

THE CIVIL SERVICE ASSEMBLY annual conference in Detroit, October 1951, was attended by 700 public personnel people. There were 51 Canadians and 12 persons from outside continental United States—nine from Hawaii, two from Japan, and one from the Virgin Islands. At the business meeting members re-elected Charles H. Cushman, Personnel Administrator, Rhode

Island Division of Personnel Administration, to serve as President of the Assembly in 1952. New members of the Executive Council are Eugene Mathivet, Jr., Personnel Director, Wayne County, Mich., Civil Service Commission, and O. Glenn Stahl, Executive Vice-Chairman, Federal Personnel Council.

THE TEXAS PERSONNEL AND MANAGEMENT ASSOCIATION annual conference took place October 25-26, 1951, at the University of Texas. At a special meeting for industry topics discussed were "If I Were Foreman" and "Handling Disciplinary Cases." At the same time a meeting for business considered "The Results of Training as Reflected in Merchandising." The meeting for the government section was concerned with "The Government Employee and the Public," while educators discussed "Counselor Training" and "Group Approaches in College Personnel Work." A joint meeting for industry, business and government included "The Foreman and Safety", "Communication" and "The Management Improvement Program of the Air Training Command, USAF".

Recent Publications

THE COUNCIL OF PROFIT SHARING INDUSTRIES announces publication of the revised 1951 edition of "The Profit Sharing Manual." The book (313 pp., \$10.50) contains authoritative information on changing labor-management relationships in the United States and Canada, tells why it considers profit sharing the most significant development on the labor-management front today, and gives case histories of companies and their entire personnel who together share responsibility for, as well as the profits from, increased productive efficiency on the job and personal interest in the overall success of their respective businesses. Address of the Council is First National Tower, Akron, O.

THE MERCHANTS AND MANUFACTURERS ASSOCIATION of Los Angeles have issued their Survey Analysis Number 33, *BLS Consumers' Price Index and Its Use in Wage Administration*. The primary purpose of this Survey Analysis, says M & M, is to provide information on the history and development of the index, describe what it is and how it is put together, and show how it is being used in adjusting wages. Several million employees in the United States currently receive wage adjustments according to upward and downward movements of this index.

PERSONNEL MANAGEMENT, Commerce and Industry Association of New York,

states in a recent Bulletin results of a survey on the observance of Armistice Day, 1951, which fell on a Sunday and was legally observed on Monday, November 12. Of a total of 740 organizations who participated in the survey, says the Bulletin, 252 indicated they would observe the holiday in whole or in part on November 12, while 465 said they would not observe the holiday at all. Complete breakdown of the returns is as follows: 412 normally did not observe Armistice Day and would not observe it on the 12th; 247 normally observed Armistice Day and would observe it on the 12th; 44 normally observed Armistice Day but would not observe it on the 12th; 11 normally observed Armistice Day but had not formulated a policy for the 12th at the time of the survey; 9 normally observed one-half day but would not on the 12th; 6 did not indicate previous policy but would not observe the 12th; 6 had policies which did not fall into any pattern; 3 normally observed one-half day and would do so on the 12th; 2 normally did not observe Armistice Day but would do so on the 12th.

SPECIAL LIBRARIES ASSOCIATION, 31 E. 10th Street, New York 3, have issued a new guidebook, "Technical Libraries, Their Organization and Management," edited by Lucille Jackson. Based on the experience on over 5,000 librarians in private industry, universities, government agencies, research laboratories, municipal and other libraries, the book (200 pp.) gives a practical picture of how technical libraries work. It evaluates the benefits of such services and enables the reader to decide whether a library of this type would be a worthwhile addition to his organization. It is available in navy blue cloth binding for \$6.00.

ROCKET PICTURES, INC., 6108 Santa Monica Blvd., Hollywood, Calif., have introduced an all-inclusive program on

"Supervisor Training on Human Relations" developed from James C. Dunbar's "Supervisors' Training Directors Manual" which was reviewed in THE PERSONNEL JOURNAL several months ago. This new program includes eight sound slide films, a supervisor training manual, and follow-up material. The films are entitled as follows: "The Supervisor's Job," "Interpreting Company Policies," "The Supervisor as a Representative of Management," "Induction and Job Instruction," "Handling Grievances," "Maintaining Discipline," "Promotion, Transfer and Training for Responsibility," and "Promoting Cooperation."

THE PERSONNEL RESEARCH CENTER, Wayne University, Detroit, Mich., in its *Industrial Training Abstracts* Vol. V, No. 2 for Summer 1951 lists 68 abstracts on Worker Training, Training Methods and Evaluation, Special Subjects Training, and Related Personnel Methods, culled from various publications in the field of personnel research. The 79-page publication is issued quarterly by Wayne University Press at 75 cents per copy, annual subscription \$2.00.

THE DEPARTMENT OF LABOUR AND NATIONAL SERVICE of the Commonwealth of Australia carries in its *Bulletin of Industrial Psychology and Personnel Practice* for September 1951 an article entitled "Why Measure Labour Turnover?" by W. J. Byrt which makes a critical analysis of the reasons for measuring labour turnover and considers the economic consequences of such turnover and its implications for personnel policies and practice, planning for production, and national employment trends. Also in this issue is "A Management Research Group" by J. McIlwaine in which is described an unusual development in a Sydney factory.

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

PERSONNEL INDUSTRIAL RELATIONS MANAGER: Young career executive with 9 years sound training and quality experience as personnel director and industrial relations manager for companies of 1000 to 5000. Successful record of result-getting in labor relations including negotiations with CIO and AFL, foreman and employee training, recruitment and employment, wage and salary administration, money-saving safety program, internal public relations. A self-starter with drive that can help you meet increasing manpower needs. Resume/interview on request. Available in 30 days. Reply Box 149.

SAFETY DIRECTOR: Six years concentrated safety engineering and safety experience in plant employing over 2000. Age 37. Married. Now located in Ohio but available for location in middlewest, south and southwest. Five years experience as Personnel Director. Reply Box 148.

PERSONNEL ASSISTANT: B.S. Personnel Administration. 1 year of interviewing and testing. 1½ years as personnel trainee for large industrial concern. Married veteran. No children. Age 24. Will relocate. Send for resume. Reply Box 150.

PERSONNEL EXECUTIVE OR ASSISTANT: Male, age 32, WW II Veteran, married, two children. M.A. degree in psychology. Seven years experience as psychologist and personnel. Excellent references. Wish opportunity in large industrial organization. Prefer South, Southwest or midwest. Reply Box 151.

PERSONNEL ASSISTANT: BS AND BA Degree Major in Personnel Administration. Presently employed as office manager. Desire to get into Personnel work. Age 31. Veteran. Married. Resume on request. Reply Box 154.

PERSONNEL WORK: Ph.D. Candidate, M.A. in Sociology. BA in Psychology. 4 years college teaching experience; 2 years interviewing. 27 years old. Married. Position in Philadelphia or vicinity. Reply Box 153.

PERSONNEL SUPERVISOR: Male, age 31, two time veteran. Married. One child. B.A. degree Business Administration. 9 years general experience. 1½ years employee relation counseling and job analysis. 1½ years administrative head international business machine installation. Desire responsible position with a progressive organization, location secondary. Available February 1952. Resume on request. Reply Box 156.

HELP WANTED

PERSONNEL ASSISTANT: Wanted capable young man between 28 and 32 to assist in recruitment, selection, and placement of sales personnel. Must have Master's Degree in Psychology; personnel experience and selling background desired. In reply state experience, selling history, age, education; describe selected recent assignments. Long-range opportunity with a leading corporation in Western Pennsylvania. All replies in strict confidence. Reply Box 152.

PERSONNEL SUPERVISOR: Male, age 28-36. Wanted by industrial organization in the San Francisco Bay area. Will be responsible for recruitment, interviewing, selection, induction and initial placement of new employees. Must have University degree, preferably in branch of science or engineering, and several years personnel administrative experience and training. Excellent employee benefits, working environment and opportunities for advancement. Please send facts concerning education and experience to Box 155.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 25% discount for two insertions, 25% off for three insertions or more.

PERSONNEL

Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 9

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Conference Calendar

FEBRUARY

- 13-4 Minneapolis University of Minn.
Industrial Relations Center. Fourth Annual Labor Conference
Dir. Center for Continuation Study, U. of Minn. Minneapolis 14, Minn.
- 18-20 Chicago, Palmer House
American Management Association. Personnel Conference
Jame. C. Rice, Secretary, 330 W. 42nd St., New York 18, N. Y.
- 27-28 College Station, Texas
Agricultural & Mechanical College of Texas. The Fifth Annual Management Engineering Conference. R. F. Bruckart, Conference Direction, A. & M. College of Texas, Dept. of Industrial Engineering, College Station, Texas

MARCH

- 7-9 Washington, D.C. Hotel Statler
American Society for Public Administration Conference
Pub. Admin. Clearing House. 1313 E. 60th St. Chicago 37, Ill.
- 12-14 French Lick, Indiana. French Lick Springs Hotel
American Society of Training Directors. 8th Annual Conference
Elliott French, 911 N. Pennsylvania St. Indianapolis 2, Ind.
- 24-28 Boca Raton Club. Boca Raton, Florida
National Association of Manufacturers
Institute on Industrial Relations. Syhyl S. Patterson, Director, 14 W. 49th St., New York 20, N. Y.
- 26-8 Cincinnati, Ohio. Netherland Plaza Hotel
American Association of Industrial Editors Annual Convention
Chairman Publicity Committee: Stan Koch, Cincinnati Gas and Electric Co. Cincinnati, Ohio
- 27 New Haven, Conn. Yale University
Connecticut Personnel Association. Second Annual Conference
Mr. H. R. Bowman, Dictaphone Corporation, Bridgeport 5, Conn.

MAY

- 9-10 Houston, Texas. Rice Hotel
Southwest Area. Industrial Relations Conference
C. H. Winston, Secretary, 1600 Louisiana, Houston, Texas
- 18-21 San Francisco, Calif.
National Office Management Association. 33rd International Conference.
Marcelle Franken, Publicity Director, National Office Management Assn.
132 West Cheltenham Ave., Philadelphia 44, Pa.

Editor to Reader:-

DID YOU EVER TRY letting your employees pick their own leaders and plan their own work? Maybe you haven't but somebody has. Curiously enough, this was done in Europe and not in America. The International Labour Review for October 1951 carries a leading article, "Industrial Organization on the basis of Autonomous Groups." This was written by a young Frenchman, Hyacinthe Dubrueil. The opening paragraph of the article is as follows.

"For many generations industrial organisation has raised a great unresolved issue—that between the needs of the individual and of society and between the concepts of freedom and order. Its aim is to achieve harmony through collaboration, but without sacrificing the advantages of individual initiative. This has given rise to many contradictions and also, unfortunately, to many conflicts. We shall try to show how the co-operative principle can reconcile these two opposing aims and combine them with fruitful results."

An introduction to the article pointed out that many efforts have been made by management to give the workers the feeling that they are associated in a joint undertaking. It is undoubtedly with this in mind that some managements have joined with labor in the development of the plans of job evaluation and in a few instances in co-operative efforts to set standards through time and motion study.

In reviewing the position of labor now and in the past, the author notes that the most striking difference is in the size of the labor force as a whole and of its constituent groups. Originally the master craftsmen worked, not alone, but with apprentices and helpers. Between them they used all the tools of the trade and performed all the necessary operations, so that there was a

completeness and wholeness lacking in the modern day when a workman performs only one simple operation, then hands the piece along to the next worker who does another simple operation. He points out that even at the lowest level of skill there is "a reserve of intelligence which remains unused in the present form of industrial organization. One of the problems of industry is that of finding a way to bring this reserve into use."

The development of labor organizations and state operation of industry have left the social problems of the worker untouched. The effort to give the worker freedom through labor organizations has merely changed the type of subordination to which he is subject. The problem, the author says is therefore to set the industrial worker free; he must be "integrated" into the undertaking. He must not only have an improved prospect of material living conditions but there must also be some way in which he will be able to use all his faculties and fully develop his personality. M. Dubrueil comments on the principles of scientific management enunciated by Frederick W. Taylor and others. Of these the Frenchman, Fayol summed up the principles of scientific management as follows: planning, organizing, directing, coordinating, controlling. And the author says, "to this day, the managerial process is still considered to be covered by these five terms, which perfectly express the various aspects of industrial administration proceeding from a central authority in which all the different functions are centered. Business organization is regarded as a piece of machinery needing only to be properly regulated. This represents the attitude of a mathematician considering industrial life merely as production by mechanical means, one of the means

being the worker, who is thought of as an instrument without human characteristics."

But the author goes on to point out that work is not a mathematical abstraction but is something that can only be done by people. He points out once more the tremendous reservoir of human abilities which are not used in most industrial processes. "The mere fact that such brain power remains unused may well be regarded as an obstacle to maximum output."

Since all forms of production involve the efforts of a group, the author suggests that this point is the key to a simple solution, namely, better organization and freeing the abilities of the members of the working groups. He points out that human problems in industry stem from the fact that they are the problems of *group* human relations which explains why they are sociological problems rather than economic ones. These relations become more difficult as the size of the group increases.

It seems to suggest a solution to the problem of finding a democratic form of organization, which he proposes to do by giving each of the operating units its own separate budget. Thus they become economic units as well as social ones. By breaking the organization down to these small economic units it is possible to handle the problems more easily since the units are smaller than the total organization.

"Under this scheme the workers will perform many aspects of the work which are of the greatest concern to them: the distribution of tasks according to individual ability (which no one knows better than themselves); the sharing of gain earned by joint effort; the possibility of mutual aid as a result of a common interest; and a substitution of spontaneous discipline for discipline imposed by external authority."

The development of individuals in the group to the attainment and exercise of higher levels of skill will be a natural de-

velopment. The author does not think that this form of organization will in any way interfere with the overall organization of an undertaking, many aspects of which must still be carried out with regard to technical problems.

He concludes by saying "by giving workers the possibility of active participation outside the field covered by scientific management, in areas where there is scope for individual decision on the job, new prospects of progress are opened up." He calls this "management plus the human factor."

CHRISTMAS HAS COME TO BE, to a large extent, a commercialized nuisance. A few days before this was being written I was in the office of a Vice Presidential big shot in a large New York corporation. His secretary was addressing the last of 1200 Christmas cards which she dropped into a huge box on the floor, ready for mailing. It is very nice to be remembered by one's friends, even one's business friends. But when it gets to this scale there is certainly not much Christmas left in it. Another nuisance along similar lines is the indiscriminate, thoughtless giving of Christmas presents to purchasing agents and their assistants. Under date of December 12 the Doehler-Jarvis Corporation of New York, one of the large makers of die castings, sent out a letter over the name of Charles F. Stein, General Purchasing Agent. This was a plea to their suppliers not to give Christmas presents to members of the Purchasing Department of Doehler-Jarvis Corporation. The appeal was skillfully worded and the letter concluded "Best wishes for a Happy Holiday Season and a Prosperous New Year."

THE UNIVERSITY OF DENVER, Department of Personnel and Industrial Relations, publishes quarterly "The Industrial Relations Newsletter." This contains three or four articles in each issue written by graduate students at the University. So far as I know this is the only journal of its

kind. The issue for Fall 1951 contains a ten page report on "Democracy and Labor Unions" by Milton J. Field; a seven page review of "Labor and Politics" by Roland A. Brooks and a ten page report "The Effect of Unions on Labor" by Anthony Sabatini.

WE HAVE ONLY SCRATCHED THE SURFACE when it comes to releasing productive human energy in business and industry, says Walter H. Wheeler, Jr., President of Pitney-Bowes Inc. He went on to say that sound profit-sharing plans in American industry have recorded unbelievable cooperative productive efforts. Mr. Wheeler addressed the Fourth Annual Conference of the Council of Profit Sharing Industries in Detroit last November. His subject was "How I Would Introduce a Profit-Sharing Plan to a Board of Directors." Mr. Wheeler said, "we have in this country a growing conflict between labor and management—a conflict which is irrational and bitter and which, if it continues, as it has every indication of doing, will destroy the business system which is based on freedom. Profit sharing is one of the best ways to bridge the gap between labor and management. The establishment of a profit sharing plan, if it is done right, will create a warm climate of mutual trust. Profits can gradually be eliminated as a basic point of contention between labor and management and both groups can lend themselves to the much more important job of working together for the good of the enterprise in which they both have such vital stakes." For 35 years I have been advocating profit sharing in industry. In the last few years the movement has been gaining more headway than at any other time in history. A good many large companies have such plans. One of them, the Proctor and Gamble Company, has had it for a great many years. Unfortunately, it is by no means an assurance that labor-management conflict will cease. It is something which has to be

understood on both sides and this requires a constant education and discussion.

The great problem seems to be to get labor and management working together with complete trust. Profit sharing helps and so does some method of cost reduction sharing such as the Scanlon Plan. The method of management sharing advocated by Mr. Dubrucl, which has already been referred to, is another promising method of joining the interests of labor and management. Only by bringing the aims of management and labor more closely together can we hope to release the immense reservoirs of human energy which are still unused.

LAST MONTH I reported on the Training Conference held in San Francisco under the sponsorship of the California Training Directors' Association. "Labor Management Panel," issued monthly by the University of San Francisco, comments on this Conference in the issue for October. The author says that he was "duly impressed by the array of experts who spoke on the various aspects of training." But he said, "once the conferees left the area of technical training and moved into the realm of human relations, confusion of thought and words sucked them into marshy ground and they went under blowing bubbles with their last words as they went out of sight." He thought the Conference was very confused with everyone having a different idea on the subject. His own idea, expressed in the Conference itself from the floor, was that "any human relations program must start with a development of workers' faculties and thus promote happiness. These faculties are three: intellect, will and the memory." By this he means to allow their brains the opportunity of helping solve the industrial problems of which they are a part; give them freedom of choice, especially in different ways of doing a job, instead of "you do it or else" method of issuing orders; and third the opportunity for having pleasant memories of life in

industry. I am not quite clear about the memory part of it but certainly the freedom to participate in decisions and the right to have a little freedom of action on the job are pretty important. These have been dealt with in different ways several times in this column today. Director of the Labor Management School is Rev. George E. Lucy, S.J. and Assistant Director is Rev. Andrew C. Boss, S.J. The School is located at the University of San Francisco, San Francisco 17, Calif.

FIRST IMPRESSIONS ARE IMPORTANT, OF SO the Scott Paper Company, Chester, Pa. thinks. They are anxious to have the new applicant for a job receive a favorable impression of the Company, so the application for employment starts with a front-page sketch showing people at work in different occupations and a scattering of Scott Paper Products in the foreground. The second page has a map showing the locations of Scott plants and offices and then a short history of the Company with the annual sales figures shown illustrating the growth of the Company. Then comes a paragraph on "expansion, opportunity and stability." This stresses, as might be expected, the opportunities for advancement in the Company and the assurance of steady employment through the stability of manufacturing operations over the years. The application blank itself follows on pages three and four which may be torn apart so that the applicant may keep the first two pages telling about the Company. The application itself is simple and does not require an unreasonable amount of the applicant's time and effort.

DO YOU KNOW what ecology is? Well, it is the division of Biology which treats of the relations of organisms to their environment. I am not going to deliver a lecture on biology, though perhaps I may be allowed to draw a lesson from it. The Ecological Society of America held a meet-

ing last September in Minneapolis at which the Chairman, Dr. David E. Davis, made this statement, as reported in the December 1951 issue of *The Scientific Monthly*, about the relation between the conduct of pure research and its application to the practical affairs of life:

A chronic problem for the scientist is the translation of research into action. Here the scientist is faced with a dilemma. If he himself devotes attention to application of his results, then he no longer has time for more research; if he does not apply his results, then the work may be neglected for years. The research man wants to continue his investigations and also wants to apply his results. The solution of this problem can be found by better understanding between the investigator and the administrator.

One aspect of the general problem is the difficulty of obtaining means to conduct ecological research before a situation reaches an emergency state. This condition can be traced largely to a failure of ecologists and administrators to understand one another. Ecologists have lacked imagination in application of their results, and administrators have been submerged in daily routine. The result is that, when a situation becomes critical, the ecologist has no information and the administrator is so busy "doing something" that he couldn't utilize information if he could get it.

Only by better communication can this chronic problem be solved. Already, ecologists and administrators are occasionally sitting down together to prepare for the control of anticipated problems. The results should be that administrators will obtain solutions to problems and ecologists will have increased opportunities for research.

The problem of personnel managers is the same in relation to the results of research in the various social sciences. Research is decades ahead of personnel management in many important discoveries in the field of human relations. For example, although we hear much talk about aptitude or other psychological tests, a careful survey of industry shows that a very small proportion of industrial companies of any size—probably much less than 25%—make any really effective use of psychological tests. Yet the first intelligence test was developed by Binet about 80 years ago. The present type of paper and pencil test in the fields of intelligence, aptitude, attitude and skill stems from the work done in World War I, which is now 37 years ago. It would pay personnel managers to keep in touch with theoretical thinking in the social sciences.

There are many wonderful ideas waiting to be used, and more on the way.

A NUMBER OF THE LARGER COMPANIES have felt the need for keeping their personnel administration group and their key managers throughout the company fully informed on developments in the field of manpower. General Electric issues each week *Employee Relations Newsletter* which they describe as being "for circulation among General Electric management." This gives up-to-date news on union relations problems and allied matters. It is issued from the Employee Relations Division at the New York Office. *Manpower Management* is the title of a monthly magazine issued by Personnel Administration Department, General Foods Corporation. This is designed for managers everywhere as well as members of the Personnel Administration Department.

The General Industrial Relations Division of Owens-Illinois Glass Company, Toledo, Ohio issues in mimeographed form, a bulletin of news notes designed for the interest of members of the department.

TAXING THE EXECUTIVE has an important influence in industry. Professor Thomas A. Sanders at the Harvard Graduate School of Business Administration is the author of "Effects of Taxation on Executives" published by Harvard University, 1951. He points out that income and other taxes have the effect of discouraging executives from moving to other jobs. The extra incentive of the higher salary is lacking under present tax schedules. There is no doubt that management is greatly concerned with this and other aspects of the problem of executive compensation.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD announces studies in personnel policy, No. 120, *Executive Stock Ownership Plans*. This report was written by F. Beatrice Brower of the Division of Person-

nel Practices. The study deals chiefly with executive stock option plans developed in accordance with the provisions of 1950 federal tax law and analyzes 86 of these plans that have been adopted since September 1950. Most of the companies regard the advantages of the plan to be two in number, greater executive interest in the enterprise and the ability to retain valuable executives. From the executive standpoint the great advantage is that it gives them an opportunity to acquire stock in the company on favorable terms. There have been some unsatisfactory experiences and these are described. The Conference Board headquarters are at 247 Park Avenue, New York 17, N. Y.

WHITING WILLIAMS of Cleveland dropped in on us lately, shortly after returning from his fifth re-visit to the coal and industrial centers in Britain and on the continent where he common-labored thirty-odd years ago. "The trip," he said, "convinced me that Communism is less likely to break down our front door by force of arms than that Socialism will sneak in our back door in the guise of the Welfare or Santa Claus State. If this happens, Great Britain's experience shows that it will destroy our famous Will to Work and thus make us the betrayers of the entire free world. For our productivity is now that world's chief protection against Russia. What pleases me most is the lively interest which various personnel and foremen audiences are showing in my report. The question periods could evidently go on for hours! That's mighty reassuring because these two groups carry enormous responsibility for our own and the free world's vitality and preservation."

Red Hay

A satisfactory merit rating plan is one of the most elusive of all personnel gadgets. Here is a plan that has had three years of successful use in three different organizations.* It employs three rating devices in combination; the graphic scale, man-to-man rating and "forced distribution."

Effective Performance Rating

By DANIEL R. HOWE,
The Hanover Bank, New York

AMERICAN companies have been rating employees since time immemorial. But rating plans have been breeding and dying—and sometimes biting—like mosquitoes. And management has become skeptical of them.

Perhaps too much is expected of a rating plan. American business officials are schooled to think in terms of tangibles such as products, materials, machines, or sales volume. It is hard for them sometimes to remember that Employee John Jones cannot be measured by a micrometer, labeled and consigned to Section 4C of the warehouse.

Then, too, some personnel men, in attempts to satisfy top management, have come up with fancy-looking rating gadgets and formulas which eventually analyze John Jones as a neat 62.19 and Mike Miller as a precise 81.77. It turns out that John Jones is a better worker than Mike Miller, and the rating plan takes on a sickly aspect.

Well, what to do about rating a man on the job? Is rating to remain a haphazard, word-of-mouth procedure? If yours is a medium-size or large organization, the answer should be no; some orderly plan is needed.

There are a number of reasons in favor of a plan of rating, which can be boiled down to two: (1) its usefulness for administrative purposes (such as in salary increase considerations), (2) its usefulness in helping the individual employee (such as in training for upgrading). Logically, it is not practical to make one rating plan serve two purposes; a single plan would not work to best advantage for either purpose.

Three large Eastern banks decided to develop workable rating plans for administrative purposes. How to go about it? Here is the experience of Bank A, one of the three—perhaps a typical experience in rating clerical employees.

* The three banks mentioned as Banks A, B and C are The Hanover Bank, New York, The Pennsylvania Company for Banking and Trusts, Philadelphia and the Fidelity Union Trust Company, Newark, N. J.

Bank A had, up to the mid-forties, what appeared to be a simple employee-rating plan. The essence of the plan was a one-page form with linear scales for eight factors, descriptive phrases at appropriate points along the scales, and brief instructions to raters at the top of the form. The "high" ends of the eight linear scales were reversed alternately so that, to give an individual an excellent rating on one factor, the rater had to make a checkmark near the left end of the scale; on another factor, a checkmark near the right end of the scale. The thought here was that the raters would at least have to read the printed matter on the form. On the back of the form were spaces for other data such as time in present position; performance in previous position; training time; reasons for substandard work; position title, grade, and range; comments and recommendations.

Periodically these forms, considered self-explanatory, were distributed by the personnel department to the officers and department heads who were to rate the employees under their respective jurisdictions. Returned to Personnel, the forms were scored, and the results were expected to reflect, on a percentage basis, the relative merits of the employees rated.

Five of the eight factors—namely, quality, quantity, dependability, cooperation, and attitude, which had brief sub-definitions in small print—were scored on the basis of points ranging from a minimum of 5 to a maximum of 20 for each factor, depending on where the rater's checkmark fell along the scale. Therefore, on these five factors an employee could receive a maximum of 100 points.

The other three of the eight factors—initiative, personality, and potentiality, also with brief sub-definitions in small print—were scored on the basis of *decimals* ranging from .00 to .03 for each factor. The maximum obtainable on these three factors came to .09. The whole-number score for the first five factors was combined with the decimal score to give one figure representing the total rating. A person's score to the left of the decimal point thus showed where he stood in respect to the five "work" factors; to the right of the decimal point, where he stood in "promotability" factors.

THIS PLAN JUST DIDN'T WORK

To make the story short, this rating plan just did not work. A number of defects gradually became apparent. In the first place, even if conscientiously done according to instructions, the ratings did not "come out right" as representations of the raters' over-all opinions. This was at least partially accounted for by the fact that the five "work" factors were weighted equally.

Then, in a number of instances, it was obvious that personality prejudices—slight favoritisms, or patent likes or dislikes, which exist in any organization—played too big a part in the ratings. This was partially due to the fact that, in general, only one rater rated each employee.

Several department heads rated all their people indiscriminately high, with total scores ranging from 90 to 100. Others rated universally low, with scores rang-

ing between 60 and 75. The chances seemed small that these ratings were valid approximations of relative merit even within the respective departments.

More than one rater, attempting to give certain of their people the highest possible ratings, went right down the line on the eight factors, placing their checkmarks at the right hand end of each scale. Because of the zigzagging of the scales, mentioned before, these people received absolutely bottom ratings on four of the of the eight factors instead of top ratings on all eight. Despite their intentions, the raters, anxious to be quickly rid of what to them was an unimportant detail, had not bothered to read the form. The back of the form, where additional pertinent data was requested, more often than not was left blank by the raters, and thus did not serve its purpose at all. These sins of omission pointed up a major deficiency in the rating system—the lack of training of the raters.

The idea of workable employee ratings, however, still seemed desirable. Instead of a readiness to forget about rating employees, there was a desire to make a fresh start. The "bugs" experienced with the old rating plan could perhaps be deliberately avoided. It was realized, of course, that there could be no such thing as a perfect rating plan.

To bring in new thoughts and provide professional advice, an outside consultant was asked to meet with a committee of personnel and operations officers. The consultant guided the initial discussions toward the development and crystallization of a new plan.

CALL IT "PERFORMANCE" RATING

First, it was decided to concentrate strictly on performance factors and to use the term *performance rating* rather than the more nebulous one of "merit rating" (or other terms). Then the committee of personnel and operations officers asked themselves, in effect, to think of very possible factor bearing on clerical job performance. Some 40 to 50 suggested factors were offered by the committee members. These were written on a blackboard.

Now the group were reminded of the chosen term *performance* and asked to consider the various suggested items from the angle of what went into making up an individual's salary. In other words, for what did the bank actually pay an employee within his salary grade? Four specific criteria were used to weed out the majority of the suggested items. It was decided that the eventual factors chosen should be (1) measurable, (2) tangible, (3) universally understandable, and (4) distinct from each other and from information available on other records (such as attendance and punctuality, for instance). On this basis the committee eliminated all but about ten of the original suggestions. These in turn were boiled down to five by combination and careful consideration of duplicating elements within the ten. The five factors agreed upon were: (1) amount of work produced, (2) freedom from error, (3) appearance of work, (4) amount of supervision required, and (5) willingness to work with and for others. (Interpretive definitions were written out subsequently.)

Having selected the factors, the group next set about to determine the respective weights for the factors. Certainly some factors were more important than others in consideration of performance. Again by combined judgment, the committee arrived at the following weights, on the basis of 100, for the factors named, in order: 50, 15, 10, 15, and 10. It was understood that these weights or the factors themselves might subsequently be adjusted, by department or universally, through the process of trial and error. ("Freedom from error" and "appearance of work" were, in fact, later combined along with their respective weights.)

PERFORMANCE REPORT

Signatures of raters: (1) . (2). (3).

[illegible]

FIG. 1

NORMAL DISTRIBUTION

Now that the basis had been set, the second major task was the outlining of the rating principle to be followed. The group chose to follow the principle of normal distribution, well known to any student of elementary psychology. Natural phenomena of many types, including the range of human talents, generally conform to the normal distribution pattern, in which a large percentage of the cases cluster somewhat closely around the average of the group, while a much smaller number are at the high and low ends of the scale. It seemed more than probable that measurements of elements of job performance should fall the same way. In fact, most standardized psychological tests measuring abilities, traits and aptitudes produce normal distributions. Quantitative analyses of the production of machine operators—for example, that of bookkeeping machine operators—have followed the normal distribution. Accordingly, the new performance rating form was designed to accommodate rating judgments on the separate factors according to the law of normal distribution. Provision was made for listing together on one or more sheets all employees to be rated in one department. See Figure 1.

It was stipulated that ratings were to be done separately by factors rather than across the sheet for each individual. For example: In a department of 100 persons all would be rated comparatively on "amount of work produced," then all would be rated comparatively on "freedom from error," instead of rating John Doe or Mary Smith for all factors at once. This would tend to avoid any "halo" effect. It also would give the advantage of "man-to-man" rating.

The second stipulation was that in every instance *two or more* raters independently would rate every person. This was one of the most important departures from the old plan and promised more reliable ratings and therefore greater fairness. Differences in ratings would subsequently be harmonized or otherwise adjusted by combined judgment.

Then came what was really the most important part of the job—the introduction of the plan throughout the bank and its presentation to the raters—operating officers, department heads, and other supervisors. About 130 rating officials were trained by means of two, sometimes three, one-hour meetings. About 10 were included in each meeting, and in most instances the two or more raters from a department attended together so that they might get exactly the same story. These meetings extended over a four-month period.

THE PLAN WAS TRIED EXPERIMENTALLY

The plan was presented first on an experimental basis. The rating officials were given the entire background of the plan. It was offered as their plan to help develop. Their cooperation was enlisted, and their suggestions were sought.

At first, the officers, department heads, and supervisors—those to do the rating—were less than lukewarm in their interest. Their sentiments about the plan's feas-

ability were mixed, and they approached their first trial with a "here-we-go-again" attitude. The rating process turned out to be less of a bugaboo than anticipated, however. Some of the raters having unusual problems within their departments were given extra assistance and guidance. All raters were shown the results of their efforts—how their ratings were scored and classified. In the vast majority of instances the raters were satisfied that the composite results reflected accurate appraisals of performance on a relative basis.

One thing that bothered the raters initially was that the plan makes no attempt to consider such "personal" factors as initiative, resourcefulness, leadership, and personality traits. Nor does the plan take into consideration the extenuating circumstances behind a person's performance, such as home difficulties. Therefore the rating plan superficially appears cold-blooded. But these matters are not overlooked in the consideration of the "whole employee"; they simply are not covered under the term *performance*. Furthermore, personality traits are more often questions of opinion than of fact. There certainly should be less debate about the amount of work produced by an individual than about his initiative, and consequently less reluctance to express a categorical judgment in short-answer form.

After the first trial, the rating plan gained successively in acceptance. Suggestions from the raters were followed in making slight changes in the plan and its operation improved generally. The ratings themselves appeared to show more care and thought, while of course the training continued on an informal basis. Even the more cautious of the critics conceded that the plan worked.

A good illustration of the plan's practicality is that the marks indicating the raters' judgments on each factor have consistently come close to the "normal distribution" pattern. The last ratings, for instance, showed the following spread in numbers and percentages for the four factors:

	Marginal	Satisfactory	Good	Very Good	Exceptional	TOTAL
Willingness to Work With and For Others						
No.	19	346	661	321	20	1367
%	1%	25%	48%	24%	2%	100%
Amount of Work Produced						
No.	11	266	682	381	27	1367
%	1%	20%	50%	28%	2%	100%
Freedom from Error						
No.	13	284	655	384	31	1367
%	1%	21%	48%	28%	2%	100%
Ability to Work Without Supervision						
No.	14	284	706	350	13	1367
%	1%	21%	52%	25%	1%	100%

Mention was made of two other large Eastern banks which have similar plans. These plans were worked out also under the original guidance of the same consultant. Both of these banks, of course, have likewise developed their own variations.

TWO OTHER SIMILAR PLANS ALSO WORK WELL

Bank B has two rating forms, one of which is used to rate an individual and another used to rate groups of individuals within one department. The factors are the same for each form, and the instructions for following the "normal distribution" principle are carried on the reverse side of the "group" form. On the "individual" form there is provision for comment on specific strong points or weaknesses.

Bank C has one form for the rating of individuals separately, but the ratings for a group as a whole are expected to fall in approximately a normal distribution pattern and the raters have been trained to guide their thinking accordingly. Employees are rated on four principal factors on the first page of the form, while page 2 asks for brief indications on the subjects of promotability, qualifications for other work, and a check-list group of specific attributes.

Here are what the three banks say specifically about their use of this rating plan:

Bank A—

"Performance ratings are considered, along with other elements (attendance and punctuality, for example), in the determination of salary increases. In addition, they are used for personnel research (test validation) and training."

Bank B—

"Employee performance ratings are reviewed and discussed by the supervisor and his superior, especially those ratings indicating outstanding or inferior performance. These ratings directly affect decisions for recommending salary adjustments, transfers and promotions, dismissals, and in offering constructive criticism and guidance to employees."

Bank C—

"This is the fairest plan we know. It is designed to stimulate better work, to encourage individual improvement and reward those who do the best work. Increases are granted on the basis of performance and attendance, in line with our Job Evaluation. In addition to the two forms now in use, (1) Performance Rating and (2) Promotability, we think there is need for a third form, a Progress Report, on the basis of which supervisors can talk with their employees. One thing we are sure of: no one form will tell everything."

THE PLAN WORKS

These comments seem to add up to the beginnings, at least, of a successful experience with a plan employing "forced" distribution. In summary, here are its main advantages as an uncomplicated, reasonable, common-sense instrument in effective personnel management.

First, it is designed primarily for administrative purposes and does not pretend to serve *by itself* to inform the employee of just how he or she is getting along. *Second*, it leads the raters to make discriminating decisions and therefore to be personnel-minded. *Third*, the outstanding performers as well as the poorest ones are "pin-

pointed" for attention. *Fourth*, it works well with a job evaluation plan, helping to determine the rate of progress of an individual between the minimum and maximum pay for his position. *Fifth*, it lends itself easily to research in selection and placement techniques, such as testing.

September 10, 1951

Memorandum re: Performance Ratings for fall of 1951

In order that we may have accurate and up to date information regarding the individual records of our staff, we are asking again that you evaluate the performance of those under your supervision. The procedure and definitions of the factors are practically identical with those of a year ago. For your convenience and as a reminder, we repeat the essentials:

1. *Two or more raters* are expected to form independent judgments prior to comparison of ratings and reaching agreement. An extra number of report sheets is included for this purpose, but if you need more sheets, just ask.
2. List the names of employees to be rated in three or more *groups* according to job level. "Seniors," "Intermediates," and "Juniors"—based on salary ranges of jobs held—have been used frequently as general classifications for separation.
Use your own best judgment in deciding:
 - (a) how far "up the line" you want to go in rating—whether or not to include section heads, supervisors, etc. (As many persons within the department or the branch should be rated as is feasible.)
 - (b) whether to rate at all a newer employee, one with less than 3 months' experience with you. (If you can make a fair appraisal on the basis of a few weeks' work, go ahead.)
3. Rate each group (differentiated by job level) on *one factor at a time*. The factor definitions are given on the attached sheets.
4. Remember to follow the *normal distribution* pattern. Approximately 50% of your X-marks should be in the "good" column, and 20-25% in each of the "satisfactory" and "very good" columns. The "marginal" and "exceptional" columns to the extreme left and the extreme right, respectively, are reserved for the 1-5% of rare cases.
5. Your answers in the *improvement* columns and in the *potentiality* columns are important, but do not affect the performance ratings on the regular factors.
 - (a) You are asked to check "yes" or "no" as to whether the individual has *improved in over-all performance since the last rating*. The reason for this question is that the matter of the individual's improvement cannot be determined solely by comparison of his present rating with his past rating, for the rating scores are all relative to the rest of the group. It is possible, for instance, that the whole group or department may have improved generally in performance, in which case an individual's rating would remain relatively the same as last time.
If this is the first time you have rated the person, mark "yes" if you have noticed improvement since you have been observing the person's performance; if no improvement, mark "no."
 - (b) You are asked to check "yes," "no," or "uncertain" about the individual's *potentiality beyond his present job at this time*. The thought behind this is to enable you to point out an individual who in your mind is eligible to understudy the next higher position above his, or one who shows indication of some supervisory ability, or one who might merit consideration for a better job elsewhere in the Bank when and if the occasion should arise. Obviously, qualities over and beyond the performance factors would affect your answers to this question. If you have not had a chance to size up the individual sufficiently to make a judgment on this question, or if his "potentiality" or lack of it has not shown up yet, mark your answer "uncertain."

After an agreement has been reached between the co-raters, please forward one report, signed by the raters, to D. R. Howe, Personnel Department, 11th Floor, 70 Broadway, *on or before Monday, October 8, 1951.*

If anything about the procedure is not clear, you are invited to telephone or see Mr. Howe or myself.

T. C. Cox
Assistant Vice President

PERFORMANCE EVALUATION

Factor Definitions

1. *Amount of Work Produced* (Weight 50) includes:

Volume of work completed through performance on the job to the extent that there is work to do; speed with which assignments are fulfilled.

This factor is the largest single element of what our staff is paid for. This is true in almost any business organization.

2. *Freedom from Error* (Weight 25) includes:

Accuracy of work; proper attention to all details of the assignment; neatness. Where customer or public contact is involved, this factor includes the work's "measuring up" to our standard of service.

Our Bank has consistently high standards of acceptability of work. We try not to make errors on statements to customers, or to send out letters with smudged erasures, or to have illegible entries on our records, or even to treat a telephone call haphazardly—because of the impression it makes or the effect it has on our quality of service.

3. *Ability to Work Without Supervision* (Weight 15) includes:

Performance of the work assignment with minimum checking; working conscientiously without follow-up or discipline. (Generally, the ability to work with minimum supervision should be rated relatively higher. Those requiring more supervision should be rated relatively lower.)

A supervisor, of course, must spend a considerable portion of his time in teaching a new employee his job, or in teaching a longer-service employee new tasks or procedures. Gradually, however, most individuals come to learn enough to get along more on their own. If some continue to require instructions repeated over and over, or have to have their work constantly corrected, or have to be talked to again and again about matters of discipline affecting their work, they are not "pulling their own cars." Furthermore, they are costing valuable supervisory time besides their own. Differences in amount of supervision required reflect on an individual's value to the Bank.

4. *Willingness to Work WITH and FOR Others* (Weight 10) includes:

Cooperation, teamwork, ability and desire to work harmoniously with subordinates, associates, and supervisors, and to help others when occasions require it, such as assistance beyond regular assignments or in other departments.

The individual who is a constant "griper," or who resents instructions from his supervisor or who refuses to pitch in on a task he considers beneath him, is a poor morale influence and may lower the efficiency of the whole department. If he bears grudges and does not show a normal amount of courtesy and cordiality to his associates, he affects the work of others. If he cannot look beyond his desk or section or department, and think in terms of what is good for the Bank as a whole, his attitude is borne out in his actions, and he is a liability to that extent.

Achievement of good on-the-job attendance requires, more than special drives and devices, a continuous personnel program with particular attention to basic reasons for absenteeism. Responsibility for such a program rests primarily with immediate supervisor.

Keeping Them At Work

BY GLADYS D. MEYER, Personnel Supervisor,
White-Rodgers Electric Company, St. Louis, Missouri

USE of the attendance aids widely promoted and used during World War II—cartoons, slogans, news items, questionnaires, graphs, charts, awards and demerits—fell short of hoped for goals. There was a little improvement, immediately following the introduction of one of these devices, but looked at in the sober light of permanent improvement they left something to be desired.

We need to remember that anything we do to really reduce absenteeism must be done continuously, that special drives have permanent value only if they can be sustained. We need to get to basic causes and work to eliminate those causes. By way of beginning, we need to study patterns. A careful study of permanent attendance records brings out patterns and gives a starting point. What department, what shift? What day? What sex? What reason, and has it been validated?

Take the case of the girl who is ill and has to go home at noon every second and fourth Thursday. Never on Wednesday or Friday; always on Thursday. Or a large percentage of normally healthy individuals who are ill on Monday, but never at any other time. Aren't those strange habits? Don't you yearn to find out about them?

One of the best ways to check on interesting absences is to make a few personal calls—not attendance calls, but sick calls. Get around to see a few of the people who are reported sick, and some of the ones who failed to report but may be out due to illness. Don't waste time on those who have reported a personal absence. Chances are if Susie Smith said she had to be off to take the children somewhere, that's exactly what she's doing. But of the others, the truly sick will appreciate the call, and the pseudo-sick are soon spotted so that improvement may be forthcoming via education and supervision, and the incurables can be rooted out more quickly than otherwise. Better still, you discover *real* causes. That every-second-and-fourth-Thursday-afternoon malaise turns out to be a semi-monthly bridge club. And those sick-on-Monday-only absences, much to your surprise, mostly have to do with hampers full of unwashed clothes.

Only when we get to real causes can we work toward real solutions. Actually it isn't necessary to call on *every* sick or unreported absentee. Spot calling will do the trick. When the word gets around (and it soon does) that one may have a caller if he is ill, health improves quickly.

RESPONSIBILITY OF IMMEDIATE SUPERVISOR

It is a fine thing for the Personnel Department to make a study of habits and undertake remedial action, but these should be continued only long enough to demonstrate that they have value. Then they should become the responsibility of the immediate supervisor. Personnel people worthy of the name know that their functions are staff functions, that they are the enablers and not the doers. They know, too, that the first line of defense for good attendance (and for most other personnel matters) is the immediate line of supervision. Supervisors should be encouraged, even required, to review the permanent records of their people at least once a month and to initial the permanent record for the given period. After his study, and at his request, personal or phone calls can be made, letters written, etc. After this review, too, there can logically be supervisor-employee conferences about attendance.

Employees should be safeguarded by an accurate posting of the permanent record. If Jane Doe has a personal absence of a week to attend the funeral of her mother in a distant state, isn't that a little different from the week's personal absence of another employee who took time off to go on a business trip with her husband? In one of a dozen ways the permanent record should show this difference, so that when attendance becomes an important factor in transfer, promotion or lay-off, a completely fair decision can be made.

Without too much trouble there can be maintained a daily check-up, to show the names of those who have completed a period of perfect attendance—a year, two years, five. And this information can be used by the supervisor, and even by his supervisor, so that the presentee can be commended with a few sincere, well chosen words, spoken in a loud voice. For if it is bad to be away from work, then it must be good to be on the job. Such a simple, constant team-work program will far outweigh the more spectacular occasional drives in point of continued improvement.

Efficiency or morale? Analyzing employees' suggestion from a productive or a personal point of view poses some interesting questions and answers as to the fundamental objectives of a suggestion program. This is another point of view on the proper purpose of suggestion systems.

Suggestion Programs And Productivity

BY KEITH DAVIS, Department of Management,
Indiana University, Bloomington, Indiana

JUST how well is the industrial worker imbued with the idea of greater productivity? Management recognizes a need for greater productivity and tries to emphasize this need to the worker in various ways, one of which is the suggestion program. However, there is some dispute among members of management as to just how much workers are really "sold" on productivity. One index of their degree of acceptance of productivity should be the proportion of their suggestions which are productively focused, contrasted to those which are personally focused.

A productively focused suggestion is defined as one primarily concerned with material saving, labor saving, or quality improvement, since improved productivity is primarily accomplished by these factors. A personally focused suggestion is defined as one primarily concerned with non-productive or indirectly productive such as personal wants, safety, good housekeeping, and working conditions.

Analysis of the focus of employee suggestions may also give insight into the basic objectives of a suggestion program. The relation of the program to productivity and to morale is by no means settled.¹ One executive recently contended that the suggestion program is related solely to efficiency and has no relation to developing high morale.² The suggestion experts themselves, speaking through the National Association of Suggestion Systems, believe that the suggestion program is more related to morale, since it primarily seeks to "improve employer-employee relations."³ It is easy to get some idea of employees' viewpoints on this controversy by

¹ For example, see the running controversy in *Personnel Journal*: Herbert G. Heneman, Jr., "Suggestion Systems—Symptoms of Failure?" March, 1951; a reply, June, 1951, pp. 47-48; and a reply, October, 1951, p. 164.

² William S. Wilcox, *Personnel Journal*, June, 1951, pp. 47-48.

³ National Association of Suggestion Systems, *Suggestion System*, 1944, p. 3.

seeing which objective their suggestions emphasize in situations wherein they have an opportunity to submit both productively focused and personally focused suggestions.

In certain respects the suggestion-focus analysis seems superior to many other measures of employee attitudes toward productivity. First, the suggestion is an *action* favorable to productivity instead of a mere expression of *attitude* in response to an interview or questionnaire. Second, the suggestion is a rather independent and undirected expression of employee attitude—there is not much management can do to cause an employee to think about just certain classes of ideas or to submit only certain suggestions.

ANALYSIS PROVIDES A SURPRISE

The interesting result of a suggestion-focus analysis at one company is reported here. The program selected for the analysis was in a branch plant of a large nationally known manufacturer of metal products. Officers of the company were publicly known for their emphasis on productivity, and during the period covered by the analysis the company had emphasized productivity above all other subjects in its employee publications. The plants, employing about 2,000 production workers, mostly on machine work, had a formal suggestion program like the one that had been successful on a company-wide basis for many years. The program described eight types of suggestions for which awards would be given. Four of these types were classed as productively focused, and four were personally focused. The awards offered to pay a maximum of about forty times more for productively focused suggestions than for personally focused suggestions.

The suggestion-focus analysis covered every suggestion, 158 in number for a period of five months. Results were surprising. In a plant of 2,000 employees only one productively focused suggestion had been adopted in five months! That one accepted suggestion was submitted by a woman union steward in the shipping department. Ten other productivity suggestions were in process, being neither approved nor disapproved. Productively focused suggestions amounted to only 22 per cent of total suggestions submitted. The remaining 78 per cent were personally focused.

Results of the suggestion-focus analysis pose some interesting questions with regard to this particular company. In the first place, did employees indicate their attitude towards productivity by their failure to emphasize it in the suggestion box? Of course, other factors do affect their suggestions, such as their educational level and the technological conditions in their company. But if it is assumed that employees tend to make productivity suggestions in proportion to their favorable attitude toward productivity, then this survey suggests that management failed to develop productivity mindedness in the employees.

Should it also be assumed that the suggestion program itself was not succeeding? Management wanted productivity suggestions, as indicated by its suggestion program publicity, its emphasis on productivity in employee publications, and its much

higher awards for productivity suggestions. The insignificant proportion of acceptable productivity suggestions showed that the program had failed to accomplish its stated objective.

But failure to reach a stated objective does not constitute failure *per se*. Perhaps the objective was incorrectly set. Perhaps a standard suggestion program can merely reflect employee attitudes rather than *determine* them—on which case the program perhaps was effective because it was reflecting the employees' slight interest in productivity. Employees not sold on productivity could hardly be expected to give the majority of their suggestions a productivity focus.

PRODUCTIVITY INDIRECTLY AFFECTED

Furthermore, the proportion of suggestions directly concerning productivity does not constitute a suggestion program's full effect on productivity, because many personally focused suggestions will *indirectly* affect productivity. They concern morale improvement, and it is generally recognized that higher morale promotes productivity. Productivity improvements are not simply the cause-and-effect conclusion of "productivity suggestion creates productivity gain." The relationship is much more indirect and complex.⁴ In fact, a productivity suggestion may result in decreased productivity if it adversely affects morale. And a non-productivity suggestion may increase productivity through its effect on morale.

In conclusion, it may be postulated that a standard suggestion program tends to reflect employee attitudes toward productivity more than it creates them. In that case, it is a rough measure of the success with which management develops productivity attitudes in employees. Furthermore, the suggestion program's relation to productivity is not simply a matter of "productivity suggestion results in productivity increase," but is a complicated and indirect relationship involving employee attitudes. The program to achieve efficiency indirectly through morale improvements as well as directly through technical improvements is a personnel problem, rather than simply a technical production problem. The view that the suggestion program is concerned only with efficiency and "has no direct concern with developing high morale"⁵ seems to be inappropriate to the results obtained by the suggestion plan which was analyzed in this instance.

⁴ Fritz J. Roethlisberger, *Management and Morale*, Harvard University Press, 1941, p. 21.

⁵ William S. Wilcox, *Personnel Journal*, June, 1951, p. 48.

Besides finding out how supervisors have benefited from a training program quizzes can uncover personality peculiarities, as shown by the case experience related here. This supervisor refused to abandon his lifelong belief that his subordinates deserved no human consideration whatever.

Some Supervisors Won't Learn

BY BILL N. TAYLOR,
City Manager, Wichita Falls, Texas

HERE is a situation that occurred in a training program conducted for the supervisory staff of the municipal government in Columbia, Mo., from October 1949 to October 1951, before the writer left Columbia to become city manager of Wichita Falls, Texas.

Our training course dealt strictly with the problems of human relations. Advance sheets of study material were sent out prior to the conferences at which the material was to be discussed. After a thorough discussion, charts which related to the subject were developed. Finally, after each subject was completed by the conferees, a quiz was given.

We lifted this idea of giving quizzes from the training program conducted by the New York Central System, which carries on a training program for supervisors by correspondence. After each one of the correspondence courses has been completed, the trainee is sent a quiz which he fills out and returns to the home office for scoring. Through this method the trainee's comprehension of the subject is tested.

In our case the primary purpose of the quiz sheets was not to test the conferees' knowledge but rather to drive home important points which had been developed in the discussion of the subject matter. The questions in the quizzes were first developed by our own personnel department. Then they were carefully checked, screened, and tested by a committee of specialists at the University of Missouri, who marked the best answers to the questions. Most of the quizzes contained 50 questions; each with a value of two points so that a perfect score was 100. These quizzes furnished a basis for guiding those taking the course, and for checking the progress, comprehension, and application of each conferee as he pursues the training. In addition, it became startlingly evident that the answers given to these questions pretty generally reflected a person's attitude and personality traits.

HOW ONE CONFEREE ANSWERED

Now to the case experience of one conferee in our training program. In the Table 1 are five of the 50 statements appearing in the quiz accompanying the subject, "Human Effort and Human Wants." In Table 2 are four of the 50 statements in the quiz accompanying the subject, "The Supervisor as a Part of Management." Opposite each statement there is shown the best answer according to the specialists who made up this quiz, together with the answers of this particular conferee.

This particular conferee is a major department head with a wealth of experience. He comes from the old school of rugged individualism. He has an utter contempt for

TABLE 1

STATEMENT	Correct Answer According to a Group of Specialists in Personnel Administration	Answer of One Respondent	No. of 16 Other Con- ferees Who Answered Incorrectly
1. Since man does not live for bread alone, higher wages seldom smooth out bad working relations.....	Agree	Disagree	2
2. This new-fangled idea that a supervisor needs to concern himself with human efforts and human wants is entirely too idealistic.....	Disagree	Agree	0
3. Non-material incentives contribute about as much to job satisfaction as economic factors.....	Agree	Disagree	4
4. A person would be unusual and abnormal if he did not want sympathetic understanding from his superior and his associates.....	Agree	Disagree	0
5. Both workers and supervisors should be partners in the day-to-day tasks of planning and laying out the work program.....	Agree	Disagree	2

TABLE 2

STATEMENT	Correct Answer According to a Group of Specialists in Personnel Administration	Answer of One Respondent	No. of 13 Other Con- ferees Who Answered Incorrectly
1. We need to develop the idea that all levels of supervision compose the management team.....	Agree	Disagree	0
2. The management group is composed of all the people who supervise the work of other people.....	Agree	Disagree	1
3. Decentralizing authority and responsibility broadens the supervisor's scope of usefulness.....	Agree	Disagree	4
4. An advantage to be gained by considering a supervisor as a manager is that it changes his status from that of a "gang pusher" to the manager of a complete segment of the organization.....	Agree	Disagree	1

the merit system of personnel administration and for human relations practices in general. He scorns the idea of any sort of training program. He does not include his own supervisors in planning and laying out the work program. He makes reports and recommendations without consulting others. He fails to train his own employees. He believes that money is the only incentive that contributes to job satisfaction and does not think that human factors in the work situation are important. He consistently circumvents his superior. He resents suggestions which he construes as encroachment upon his authority. He is a staunch reactionary who opposes welfare benefits and enlightened personnel practices. He is violently opposed to the principle of social security. He puts the interest of his own department ahead of the best interests of the whole organization. He operates pretty much on the "lone wolf" principle. He likes to work alone, particularly after hours and on Sunday.

QUIZZES FOUND EFFECTIVE

This man has five supervisors under him. It is interesting to note that not one of the five missed a single one of the statements in Table One. In the entire quiz three of his supervisors made perfect scores, one missed one item and one missed two.

Seventeen supervisors took the first quiz. This man was fourteenth in the list of seventeen. Fourteen supervisors took the second quiz. This man was tied with four others for last place.

From a scrutiny of the above statements and the respondent's answers, the reader can correlate the answers with the descriptive traits we have given of this person. Perhaps it should be emphasized that this quiz was not used as a "trial run" preceding our training program—it followed nearly two years' intensive study of the most advanced personnel practices.

We believe that this practical test confirms our opinion that quizzes are an effective means of analyzing a person's attitude toward the work situation.

Psychology for Everyman

By Eileen Ahern

Some weeks ago, Brentano's large bookstore on Fifth Avenue in New York City devoted a window to a display of a recently published book: *PRACTICAL BUSINESS PSYCHOLOGY*. By Donald A. Laird and Eleanor C. Laird. (McGraw-Hill, New York, 1951. 551 pages. \$6.00). Not only in New York, but elsewhere, too, the book was attracting attention; it was soon out of stock at the publisher's. Again available, one can easily understand its strong appeal. Like Dale Carnegie, Dr. Laird is very skillful in teaching through the written word. The Lairds are not writing for persons who are trained in psychology, but for that much larger audience, "average" businessmen and those who work for them. The object of the book is to show one how to be a better worker and a better boss.

The greatest application of psychology is not by professional psychologists, the authors point out, but by individuals in their everyday life. People learn much from life experience, but some of their hunches and theories about human relations are wrong. The danger is that the "practical man" acts on theories in his dealings with others, but usually does not realize they are only theories. The professional psychologist uses scientific methods, and carefully analyzes experience, to find out the why and wherefore of the ways of human

beings. Psychology has much to offer, since a great deal about human relations can be learned.

The authors list several widely held misbeliefs about people, such as:

It helps sales if prices are in round numbers, easy to figure.

Personality is determined by heredity and cannot be changed.

Fear of discharge is the best way to make people work hard.

Gossip can be stopped by telling gossips the truth.

The person with initiative can do anything he wants.

People cannot look you in the eye if they are lying.

Good mechanics are likely to be dumb otherwise.

Prevalence of such misinformation has led someone to say that psychology tells people that things they have "known" all their lives are not true. But Dr. and Mrs. Laird stress the fact that psychologists are more interested in finding out the facts than in merely disproving common fallacies about human nature.

In this book, the authors report many of the things that have sound and substantial scientific support. To the reader with an inquiring mind, the treatment of some subjects will be frustrating for the book does not go deeply into anything. There is also considerable oversimplification in many chapters. This criticism is bound to be made by some reviewers and readers, but the book should be judged in the light of

the authors' stated purposes in writing it. If they had treated the subject matter in more detail, and more thoroughly, they would not have been able to cover so much ground or reach such a large audience. As presently organized, the book should be very helpful to a large majority of people in industry, including managers. The authors have included many of the latest findings in the field, and report a very large number of examples of applied psychology in business. Some of this pertains to what various companies are doing to enable employees to function with greater efficiency and satisfaction. Some of it consists of the experience of successful inventors, businessmen and others who have applied sound psychological principles in their dealings with other people. These inspirational "success stories" are very stimulating and make the reader continue on and on throughout the book. They give the book a strong personal appeal.

The authors wrote this book to specification, after making a survey of business educators and industrial training directors to get their recommendations on what the book should contain. The survey showed overwhelmingly that the business educators and trainers wanted (1) personal efficiency and (2) leadership qualifications and methods to be the backbone of the book. It is different, therefore, from the usual psychology text, and emphasizes practical business situations rather than research methods and findings. Portions of the book enjoyed success in article form, and several appeared in PERSONNEL JOURNAL.

The book is excellently designed for quick reading and reference. There is a kind of brief table of contents at the beginning of each chapter, the book is profusely illustrated, and there are many quizzes and tests to be self-administered.

One of the areas in which the "practical man" makes many mistakes is that of situations involving another person who is troubled. The authors state that the follow-

ing methods are exactly what should *not* be done, yet they are what most people try in such situations:

Tell him to snap out of it.
Argue him out of this foolish attitude.
Tell him how sorry you feel for him.
Tell him most people are like him, so why worry.
Advise him to stay away from people, so they will not have a chance to hurt his feelings.

Such attempts are likely to increase the person's feelings of inferiority, give him a dislike for the person who tried to help him, cause him to develop a compensatory attitude that the rest of the world is wrong while he is right, and have other undesirable results.

To avoid increasing the person's tension, the authors set down these definite "don't's":

Don't give advice.
Don't give sympathy.
Don't try to persuade him.
Don't give reassurance.
Don't tell him it will come out O.K.
Don't make fun of him.

This chapter contains much good material, though it is questionable whether oversimplification like the following is necessary even in a book of this kind: "To help another make personality adjustments he must be led to have insight into himself, to see himself as he is. He cannot get this from the outside. But as soon as he begins to have self-understanding of what is behind his own actions, he experiences an emotional release, and his attitudes clear up as if by magic."

The handling of grievances is excellently shown in this chapter, as well as interviewing methods for supervisors. This material—like all the material in the book—is not merely descriptive. It is expertly written in such a way that the interested reader can hardly fail to learn what is presented. The authors also present the fine work done by Dr. Bernard Covner, of the School of Business of the College of the

City of New York, in a large needle-trades firm. Here, supervisors were trained in interviewing methods that lead the employee to make his own decisions.

The book contains a great deal of guidance on how to get along with other people, but equally valuable is the material on work efficiency, not so frequently dealt with in these days when the heavy emphasis is being placed on human relations.

The Lairds' book would be very useful in an industrial training program dealing with ways in which the individual worker can improve his learning ability, concentration habits, reading skill, and work organization. He can be taught how to organize and perform his job more efficiently without depending upon whether the company does a good job of its part in organizing work.

Other Recent Books

THE SUPERVISION OF PERSONNEL. By John M. Pfiffner. New York: Prentice-Hall, Inc., 1951. 454 pages. \$4.50.

No work in the rapidly growing literature devoted to supervision covers the field more adequately than this volume. Perhaps that is because the author, a professor of public administration at the University of Southern California, has had a rich career both in research and as an administrative consultant. For unlike many books which have appeared in this field, it is work which ties together the theoretical foundations of supervision with operational methods and techniques. It is further distinguished by its use of illustrations from both business and government, where, as those who have had experience in each environment know, the problems of supervision are not always identical.

The book is organized into six sections. Part I introduces the subject and stresses that supervision must be broadly associated with knowledge of the social sciences and human culture and not merely the prerogatives that come with authority. Indeed, the author starts from the hypothesis that supervision must rest on principles that enhance the growth of democracy and freedom. The second section relates supervision to formal organization struc-

ture, to economic considerations, to unionism, and to some of the accepted techniques of management. Here Pfiffner shows the virtues as well as the limitations of the "orthodox tenets of organization and management," in view of what is now known about informal social organization.

Parts III and IV deal with the social aspects of supervision and the motivation and organizational environment that must exist before good leadership and wholesome group participation can be attained. The natural as well as pathological manifestations of informal organization are examined and related to supervisory patterns that minimize personnel conflict and insecurity and stimulate worker production, cooperation and morale. Pfiffner is under no illusions, as some writers in this field seem to be, that good supervision will by itself usher in the management millennium, for he recognizes that enlightened supervision will be successful only to the degree that the total living environment and welfare of workers is wholesome and satisfactory.

This leads him to explore, in the final sections of the book, the supervisor's role as a clinician in dealing with troubled employees, and how supervisors can be selected and trained more effectively for human relations work. Pfiffner does not

demand that supervisors have extensive professional training, thereby usurping the role of the clinical psychologist, psychiatrist or social worker. But he does maintain that supervisors should be trained to do some clinical interviewing, to detect pathological symptoms in workers, and to keep the type of personnel records that lead to better employee evaluation.

This is a scholarly book, the manuscript of which was subjected to critical review by many of the author's professional colleagues. The bibliography reflects wide reading in a number of scientific fields. Pfiffner, however, does not claim thereby to have formulated any significantly new theories of supervision, but he does synthesize well the pioneer work of others.

Ernest A. Engelbert
University of California
at Los Angeles

BETTER FOREMANSHIP, KEY TO PROFITABLE MANAGEMENT. By Rexford Hersey. New York: Conover-Mast Publications, Inc. 231 pages. \$3.50.

It is not trite to repeat that the foreman is the key to the improvement of employee attitudes, skills and performance. It can't be repeated too often. Unless the chief executive of a company initiates and supports policies and procedures through which every executive and every supervisor is informed—and consulted—regarding those company problems with which he is concerned, management loses touch with its employees. The foreman is the member of management closest to the employees. Unless he feels and thinks and acts as a competent manager in his own area, he cannot constructively influence the employees under his direct supervision.

Rexford Hersey says that the purpose of his book is to give the foreman "the working tools of his profession, a basic conception of how to handle them, and a practical concept of his day-to-day job." Then he adds, "The foreman's performance and efficiency, however, can be helped or

hindered by the attitude and judgment of the higher supervisors and management."

Those top executives who are concerned with their foreman as a key link in the chain of communication and command will do well to inspect this book with the possibility in mind of including it in a program for executive and supervisory development. They hardly need to be reminded that today's top executive almost has to choose between ulcers and delegating a heavier share of responsibility to subordinates all the way down the line. This book will help to improve managerial ability to accept heavier responsibilities.

BETTER FOREMANSHIP covers such points as the foreman as a first class leader; as a practical psychologist; an administrator, job analyst, instructor, safety engineer and executive.

Dr. Hersey goes into detail on *how* to do such things as developing group morale, gaining cooperation, removing employee misunderstanding and dissatisfactions. Under the latter he says in part:

"Leaders must be fully aware of the scope of their authority in grievance cases and have thorough knowledge of the orderly procedure of handling misunderstandings and dissatisfactions. They should be kept informed by the Industrial Relations Department of impending changes in the labor agreement, arbitration decisions, laws, and court decisions affecting their relationships with their employees. . . .

"The foreman must practice putting the worker at ease, listening with sincere interest, discussing the complaint dispassionately, withholding opinion until he has all the facts, considering the worker's viewpoint, avoiding snap judgment and then rendering promptly a fair decision. It should be remembered that 'It is not enough for a foreman or supervisor to be right; his men must believe that he is right.'

"No person who has brought up a complaint likes to back down; the immediate supervisor must make it as easy as

possible for the employe to retract or to modify his complaint. On the other hand, the leader must be able to say 'No,' presenting his reasons in a patient, considerate and sympathetic manner without 'passing the buck.' If he is in error, he must be willing to admit mistakes. Willingness to acknowledge mistakes will encourage the complainant to admit his mistakes."

This book can serve as valuable reference material—a sort of engineering handbook on sound management practices. It should not be used in the classroom sense with mature foremen. It should be used as

background material in their regular discussions of their own managerial problems to help them observe, analyze and solve their own.

BETTER FOREMANSHIP is a tool of sound management that will help any manager at any level to do a better job in influencing his subordinates so that they will *want* to and will become capable of doing a better job with their organization for their mutual benefit and for the benefit of their customers.

Jack Wolff
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About The Authors

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Gladys D. Meyer has been in personnel work with her present employer since 1943. She has worked at a variety of things including making hats. She holds degrees from Drury and Southwest State Teachers Colleges in Missouri.

Keith Davis is Associate Professor, Department of Management at Indiana University. He is a graduate of the University of Texas and has done graduate work at Ohio State University. He is the author of many articles on personnel subjects.

Bill N. Taylor has been City Manager of several Texas cities. Prior to his present assignment he was City Manager of Columbia, Missouri, where he installed the Council-Manager plan of government, after its adoption, in March 1949.

In Perspective...

PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

THE DEVELOPMENT OF EXECUTIVE LEADERSHIP. Edited by Marvin Bower.
Cambridge: Harvard University Press, 1949.
Reviewed by Ordway Tead in *Industrial and Labor Relations Review*, October 1950.
Reviewed in *Modern Business*, January 15, 1950.

ECONOMICS OF THE LABOR MARKET. By Joseph Shister. New York: Lippincott, 1949.
Reviewed by Arnold Tolles in *Industrial and Labor Relations Review*, April 1950.
Reviewed by Helen Baker in *Advanced Management*, May 1950.
Reviewed by Sar A. Levitan in the *Annals of the American Academy of Political and Social Science*, September 1949.

EDUCATION FOR AN INDUSTRIAL AGE. By Alfred Kahler and Ernest Hamburger. Ithaca, N. Y.: Cornell University Press, 1948.
Reviewed by Harry Dexter Kitson in *Industrial and Labor Relations Review*, April 1950.
Reviewed by Robert D. Calkins in *Management Review*, January 1949.
Reviewed in *Fortune*, September 1948.

INDUSTRIAL PSYCHOLOGY AND ITS SOCIAL FOUNDATIONS. By Milton L. Blum. New York: Harper and Bros. 1949.
Reviewed by Fred S. Beers in *Public Personnel Review*, October 1950.
Reviewed in *Labor Law Journal*, December 1950.
Reviewed by Donald E. Wray in *American Journal of Sociology*, January 1950.
Reviewed by Vernon P. Scheidt in *Personnel*, March 1950.
Reviewed by F. J. Roethlisberger in *Industrial and Labor Relations Review*, April 1950.
Reviewed by Lawrence G. Lindahl in *PERSONNEL JOURNAL*, July-August 1950.
Reviewed by W. L. Wallace in *Personnel Psychology*, Autumn 1951.

MANPOWER ECONOMICS AND LABOR PROBLEMS. By Dale Yoder. New York: McGraw-Hill, 1950.
Reviewed in *Management Review*, October 1950.
Reviewed by John C. Davis in *Personnel Administration*, January 1951.

HOW TO TAKE A CASE BEFORE THE NATIONAL LABOR RELATIONS BOARD. By Louis G. Silverberg, Washington: Bureau of National Affairs, 1949. Reviewed by Clyde W. Summers in *Industrial and Labor Relations Review*, January 1951. Reviewed in *Supervision*, January 1950.

LABOR PROBLEMS AND LABOR LAW. By Albion Guilford Taylor. New York: Prentice-Hall, 1950. Reviewed by A. Morgner in the *Annals of the American Academy of Political and Social Science*, July 1950; reviewed in *Labor Law Journal*, December 1950.

MANAGING MEN AT WORK. By Selby S. Santmyers. Scranton, Pa.: International Textbook Co., 1950. Reviewed by Jack W. Taylor in *Management Review*, August 1950. Reviewed in *Supervision*, January 1950.

MOTION AND TIME STUDY. By Ralph M. Barnes. New York: Wiley & Sons, 1949. Reviewed by William Gomberg in *Industrial and Labor Relations Review*, July 1950. Reviewed by Edward Wrappe in *Harvard Business Review*, May 1950. Reviewed in *Supervision*, May 1949.

THE SCIENTIFIC APPRAISAL OF MANAGEMENT. By Jackson Martindell, New York: Harper and Bros. 1950. Reviewed by Ralph C. Davis in *Advanced Management*, September 1950. Reviewed in *Management Review*, June 1950. Reviewed in the *Magazine of Wall Street*, February 1950. Reviewed in *Saturday Review of Literature*, January 1950. Reviewed in *Labor Law Journal*, April 1951. Reviewed in *Printers Ink*, November 1950.

STRIKE STRATEGY. By John Steuben. New York: Gaer Associates Inc. 1950. Reviewed by Phillips Bradley in *Management Review*, April 1951. Reviewed by John Newton Thurber in *Industrial and Labor Relations Review*, July 1951.

TRADE UNIONS IN THE NEW SOCIETY. By Harold J. Laski. New York: Viking Press, 1949. Reviewed by Philip Taft in *Management Review*, June 1950. Reviewed by Henry David in *Labor and Nation*, Winter, 1949-50.

Personnel Research

Training Improves Micrometer Accuracy. By Rupert N. Evans, University of Illinois. *Personnel Psychology*, autumn, 1951, Vol. 4, No. 3, pp. 231-242.

Micrometer calipers are the tools most widely used for linear measurements in assembly plants. The dissatisfaction with its use on many jobs indicates that the theoretical accuracy of micrometer measurement is not being reached.

This study was undertaken to find out (1) How accurately *do* skilled workers, such as tool and die makers, measure with the micrometer? and (2) How accurately *can* trained workers measure with the micrometer?

Measurements made by apprentices were apparently as accurate as those made by skilled workers. Accuracy of measurement seemed to be unrelated to age, amount of experience, or length of time on the present job. Although the theoretical accuracy of the micrometer is about .0005", the average error made by skilled workers was found to be about three times this large.

After seven hours of intensive training, inexperienced workers made errors only one-fourth as large as those made by toolmakers and apprentices. This seemed to indicate that a small amount of directed training accomplishes more than years of blind repetition. The improvement was found to be only temporary, and the authors suggest that a worker who is expected to use a micrometer for making a number of critical measurements should be given an opportunity beforehand to check his accuracy on a series of gage blocks of known size.

Workers Attitudes Toward Employment Tests. By Raymond H. Van Zelst, Otto J. Kroh,

and Willard A. Kerr, Illinois Institute of Technology. *Personnel Psychology*, autumn, 1951, Vol. 4, No. 3, pp. 261-270.

Although the use of tests in personnel work is increasing, much less than half of all employers use such tests today. There is a widespread belief that job applicants resist or avoid taking psychological tests. A questionnaire was prepared to sample 12 attitudes of workers toward the taking of tests, and this questionnaire was administered in eight organizations. The majority of the 575 workers polled "reported favorable attitudes toward all types of tests as well as attributing greater satisfaction with job and security in job as a result of being placed or selected by a testing program." This would seem to indicate that the lag in the adoption of testing programs should not be attributed to resistance to or avoidance of taking tests on the part of employees.

When Workers Rate the Boss. By J. C. Rupe, Human Resources Research Center, USAF. *Personnel Psychology*, autumn, 1951, Vol. 4, No. 3, pp. 271-290.

Mr. Rupe's article is interesting for the discussion he gives of the role of the leader as well as for the statistical data which he presents. Many articles on the subject of leadership have been concerned with the identification of inborn or universal traits of leadership or executive ability. In contrast, this author considers leadership as an aspect of social effectiveness which consists of certain habits and skills which can be learned. He is seeking a means of accurate evaluation of the leader in terms of his interaction with other persons within his sphere of influence.

Most people prefer to be rated by their supervisors rather than by their subordinates. Every executive is constantly being judged by those with whom he comes in contact. His only choice is whether or not he wants to know what these ratings are. Men have become accustomed from childhood to being rated by their superiors, such as parents and teachers. Mr. Rupe believes that more valuable information may be gained by deliberately measuring the attitudes of subordinates. This information for the executive about himself may be used for self-improvement or for the improvement of understanding between himself and his employees.

The Purdue Rating Scale for Administrators and Executives was used in this study. Each executive distributed a rating scale to each subordinate who was to rate him, and the returns were mailed in such a way as to preserve the anonymity of the rater. 133 executives in eight organizations were rated by 702 subordinates. A profile sheet was prepared so that each executive could draw his profile and see from it those traits in which he was relatively strong or weak in comparison with other executives included in the study.

Mr. Rupe concludes that "two factors common to various traits of business and industrial executives can be measured. These factors, as determined by this study are (1) social responsibility to subordinates and society and (2) executive achievement. . . . An executive, as perceived by his subordinates, may succeed in executive achievement with only a moderate degree of concern for his subordinates and the public. He may, on the other hand, be considerate of his employees and be public spirited without being able to succeed as an executive. . . . The factor most important in determining staff morale is social responsibility to subordinates and society."

This instrument, like any other, may be misused. If the information gathered about the executives was given to the head

of an organization, it might well constitute a threat and create considerable fear and insecurity.

Relative Severity of Air Line Passenger Complaints. By Seymour Banks, DePaul University. *Journal of Applied Psychology*, Vol. 35, No. 4, August, 1951, 260-264.

This study was an attempt to rank topics of irritation with the air line in order of their effect on passengers' attitudes. The ranking of the various topics by simply counting the number of unfavorable comments agreed quite well with the ranking of topics produced by a more complicated scale analysis. It was suggested, therefore, that the usual questionnaire procedure will in general serve adequately to point out conditions giving rise to annoyance or dissatisfaction. Generally speaking, the attitude groups with the lowest average amount of flying showed the most favorable attitude.

A Note on a Modified Purdue Pegboard. By Bernard M. Bass and Ralph E. Stucki, Louisiana State University. *Journal of Applied Psychology*, Vol. 35, No. 5, October, 1951, 312-313.

The Purdue Pegboard was designed to measure arm-and-hand dexterity. Previous studies had indicated that it was more useful than some of the other tests of manipulation and dexterity, but the reliability was low. The modified Purdue Pegboard described in this note was devised in an attempt to increase the reliability. The number of holes and the numbers of pins, washers, etc. to be placed were increased and the time limit was doubled.

The authors present a table showing reliabilities for the modified Purdue Pegboard which are significantly higher than those for the unmodified board. Further research is needed, but this looks like a tool which should prove of value in selecting employees for fairly precise manual jobs involving assembly, machine-operation and packing.

Across the Editor's Desk

With the Personnel Associations

THE PERSONNEL MANAGERS CLUB of the Boston Chamber of Commerce met at the University Club on December 11, 1951, to hear Robert K. Greenleaf, Personnel Relations Department, American Telephone & Telegraph Company. Using a new method of presentation, The Sixty-Six Plan, Mr. Greenleaf discussed "The Development of Influence Potential."

THE PERSONNEL AND GUIDANCE ASSOCIATION, a new national personnel organization, has been formed by the merger of the National Vocational Guidance Association, the American College Personnel Association and the National Association of Guidance Supervisors and Counselor Trainers, replacing the more loosely knit Council of Guidance and Personnel Associations. The three groups will continue as divisions within the new organization. It is expected that a number of new divisions representing additional special areas of personnel and guidance work will be formed by the amalgamation with some existing organization or by the creation of new ones.

One of the main purposes of the new professional association is to establish a parent organization to bring together personnel and guidance workers from all areas of the field, with the hope that such an organization will clarify standards of professional qualifications, develop greater resources of training and experience and provide a stronger voice for interpreting personnel work to other professional workers and to the public.

The first fiscal year of the new organization will begin on July 1, 1952, at which time it will establish offices in Washington,

D. C. In the meantime activities will be carried on primarily through the affiliating organizations. The Association's Executive Council is urging interested persons to join NVGA, ACPA or NAGS and thus have a part in determining the type of new division, location of national office, nature of journal, and scope of activities.

Its officers until 1953 will be: *President*, Robert H. Shaffer of Indiana University; *President-elect*, Donald E. Super of Teachers College, Columbia; *Treasurer*, Frank M. Fletcher of Ohio State University. The next national convention will be held in Los Angeles March 30-April 3, 1952.

THE MONTREAL PERSONNEL ASSOCIATION on December 17, 1951, held an informal dinner meeting in the Blue Room of the Ritz-Carlton Hotel, at which the speaker was William G. Mann, Personnel Adviser of the Bank of Montreal. Mr. Mann, whose subject was "Is Psychological Testing Worthwhile in Industry?", started his business career with the Bank of Victoria in Brisbane, Australia, and held positions in England, Mexico and Canada. During the war he served with the Canadian Army overseas in the directorate of Personnel Selection, on loan to the British Army he was employed by the Economic Commission in Germany.

On November 19 the Association met to hear a panel discussion on "Arbitration Procedure" by W. M. Baker, Industrial Relations Manager of Dominion Engineering Works, Ltd.; H. J. Clawson, Director of Industrial Relations of Crane, Ltd.; L. Hemsworth, Industrial Relations, Canadian Industries, Ltd.; and R. D. Williams, Quebec Industrial Relations Institute. The dis-

cussion was under the chairmanship of S. M. Gossage, Assistant Personnel Manager of Canadian Pacific Railways.

THE INDUSTRIAL TRAINING ASSOCIATION OF INDIANA of Indianapolis, will be hosts to the eighth Annual National ASTD Convention at French Lick, Ind., on March 12-13-14, 1952, under the chairmanship of W. C. Christensen of Eli Lilly & Company. Officers of the Association include: *President*, A. W. Collins of Purdue University Center; *Vice-President* and *Program Chairman*, C. P. Robertson of Stokely Foods, Inc.; *Secretary*, Edward Susat of Purdue University Center; *Treasurer*, D. W. Flag of Western Electric Company.

THE HOUSE MAGAZINE INSTITUTE at its December 13, 1951, meeting witnessed "A Battle—Internals vs. Externals." Champion for Internals was Morris Hicks of General Electric's Employee and Plant Community Services, for Externals, George Black, Advertising Manager and Editor of *Newsweek* at Cooper Alloy Foundry Company. Jack Davis, Editor of *Shell Progress*, was Moderator of the debate.

THE TRI-COUNTY PERSONNEL ASSOCIATION in its 1951-52 Yearbook names Reed Travis of Woodlawn Farm Dairy Company *President* with R. E. Vogelbacker of International Textbook Company *Vice-President* and C. A. Grabarek of Hess, Goldsmith & Company *Secretary-Treasurer*. The Yearbook, received through the courtesy of Mr. Grabarek, is a neat little 32-page booklet which, in addition to bylaws, history and membership, contains photos of the officers and more than a dozen group pictures of members.

THE CALIFORNIA TRAINING DIRECTORS ASSOCIATION held a meeting on December 12, 1951, at the St. Julien Restaurant, San Francisco, at which Walter Tait of Standard Oil Company was chairman. Mrs.

Elizabeth Johnson, Instructor in Remedial Reading at Contra Costa Junior College, spoke on "Increasing Reading Skills of Employees and Members of Management" and demonstrated equipment used in accelerating reading speeds and comprehensions. Louis Kissinger of the Training Department at Tidewater Associated Oil Company discussed "Union Participation in a Training Program."

THE IOWA INDUSTRIAL EDITORS ASSOCIATION have elected new officers as follows: *President*, Owen W. Winton of Hoerner Corporation; *Vice-President*, Glen Evans of the Maytag Company; *Secretary-Treasurer*, James Lagomarcino of Keokuk Electro Metals Company. Immediate past President Charles W. Jensen of the Maytag Company, Verne Vierth of Lennox Furnace Company, Del Stone of Iowa Public Service Company, and Anne Lachner of Blue Cross are serving as Directors.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO at its meeting on December 10, 1951, presented Robert K. Burns, Executive Officer of the Industrial Relations Center at the University of Chicago, as its speaker. Mr. Burns, reporting on "Recent Research Findings and New Developments in Personnel and Management Development," outlined not only the research being carried on at the University of Chicago but promising new discoveries in other universities, with particular attention to their practical use and application in business and industry.

On December 6 the group met to hear "Occupational Aptitude Testing" discussed by Dr. Phil S. Shurrager, Chairman of the Department of Psychology and Education at Illinois Institute of Technology. Dr. Shurrager has worked with a wide variety of industries in the development of short, reliable, specific tests for determining the aptitude of the individual for particular jobs. These tests have been validated

against the performance of the individual, against his supervisory rating, and against his job tenure. In his speech Dr. Shurrager considered the use of such specific tests vs. generalized intelligence tests.

"Mandatory and Functional Retirement" was the subject of the Association's November 27 meeting. Under the chairmanship of H. S. Onoda, Research Consultant of Inland Steel Company, the four speakers of the evening discussed their company experience with the subject and made a general evaluation of the type of retirement program in effect in their company. "Mandatory Retirement" was analyzed by J. A. Hoberg of Peoples Gas, Light & Coke Co. and W. C. Lochmoeller of Sears, Roebuck & Co., "Functional Retirement" by Fred Faassen of Abbott Laboratories and William E. Odum of National Metal Trades.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION opened its 1951-52 season with a dinner meeting at the Brass Rail Restaurant at which the guest speaker was Dr. Ordway Tead. Dr. Tead gave his impressions of current European business methods and conditions, based on his observations during his recent trip abroad. He contrasted the situation in Europe with

that in the United States with reference to the relationship between employers and employees in the struggle for greater productivity and higher morale.

Officers for the new season are: *Chairman*, Charles A. Anderson of Metropolitan Life Insurance Company; *Vice-Chairman*, Edward J. Walsh of General Foods Corp.; *Vice-Chairman*, Thomas J. Kiernan of U. S. Rubber; *Secretary*, Dorothy H. Hyland of Dry Dock Savings Bank; *Treasurer*, E. Scarritt Jones of Public National Bank & Trust Company.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION and the Personnel Section of the Western Management Association are offering reprints (\$1.00 each) of "The Personnel Department in a Mobilization Era" by Edward J. Walsh, Director of Personnel Administration at General Foods Corp., and "Freedom in Union-Management Relations" by E. Wight Bakke, Director of the Labor and Management Center at Yale University. Both addresses, given before the Associations' 1951 Spring Conference, are being published by the Research Division, California Personnel Management Association, 2180 Milvia Street, Berkeley 4, Calif.

Recent Publications

THE MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Industrial Relations Section, has issued its 14th Annual Report, October 1951, which tells of the establishment of a new School of Industrial Management at M. I. T. to open formally in the Fall of 1952. Its curriculum, according to Professor Charles A. Myers, author of the Report, will emphasize not only the technical aspects of industrial management but also the broad field of human relationships. In the Report Professor Myers further describes the completion and publication of six research projects and the continuance of nine others now in progress. Also given is a list of 14 recent publications by members of the

Section, among them "An Experimental Approach to Organization Communication" by Alex Bavelas and Dermot Barrett.

GENERAL MOTORS is offering to its men and women through the GM Information Rack Service an 8 x 11" 24-page booklet entitled *Fair Wages and Economic Stability*, a talk by C. E. Wilson, President of General Motors, given at Michigan State College, October 17, 1951. Interesting in style and format, the booklet interprets the "interrelation of wages, employment, inflation and deflation," suggesting that "we can control the business cycle," and explains the principles behind the GM-UAW wage

formula agreement. Quoting the agreement, Mr. Wilson says that "a continuing improvement in the standard of living of employes depends upon technological progress, better tools, methods, processes and equipment, and a cooperative attitude on the part of all parties in such progress," in short, "we can all have more only if we produce more." The booklet was received through the courtesy of Harry B. Coen, Vice-President, who advises that GM employees have helped themselves to 32 million copies of more than 200 different booklets offered through the GM Information Racks.

STATE FARM INSURANCE COMPANIES of Bloomington, Ill., devoted their November 26, 1951, issue of *Personnel Research Bulletin* to the reprint of Eileen Ahern's book review of "Roads to Agreement" by Stuart Chase as it appeared in the November issue of *PERSONNEL JOURNAL*.

PRINCETON UNIVERSITY, Industrial Relations Sections, has issued No. 42 of its *Selected References*, November 1951 (20¢). Listed in the four-page booklet are 22 publications relating to Industrial Relations under Centralized and Decentralized Operations—six under General Discussion of Decentralized Management, three under Industrial Relations Organizations, eight under Specific Industrial Relations Problems of Decentralized Operations, and five under Experience in Specific Firms.

QUOTES ENDING, published by Robert D. Breth, 1728 Cherry Street, Philadelphia 3, for the American Association of Industrial Editors, in its November 1951 issue stresses the value of recognizing employee service in company publications. A three-month survey of hundreds of such publications, says *Quotes Ending*, shows that 64% of the contributing industrial editors recognize such service. Mr. Breth gives several reasons for this recognition and suggestions for making it editorially significant.

PROVIDENT MUTUAL LIFE INSURANCE COMPANY of Philadelphia interestingly covered the subject of employee service with a two-page spread in the November 1951 issue of its employee publication, *Between Ourselves*. Headed "PROvident PROMotions," the article carries pictures of five promotees at their desks with accompanying paragraphs describing their job background. Another attractive feature in the same issue is a "Who's New at Provident" with photos of seven newcomers arranged at the top of the page as if hanging on a wall with drawn in frames and picture hooks.

THE LIBRARY of the New York State School of Industrial and Labor Relations at Cornell University has included in its *Abstracts and Annotations* dated November 1951 "Employee Progress Report Plan" by Washington Gas Light Company from the *PERSONNEL JOURNAL* of November 1951. *Abstracts and Annotations* is a monthly digest of selected articles in current and periodical literature on industrial and labor relations, each issue approximately 10 pages, and is circulated free to the faculty and graduates of the School and to a selected list of interested individuals and libraries of Industrial Relations Centers and Schools. J. Gormly Miller is Librarian.

PITNEY-BOWES, INC., of Stamford, Conn., end their little 16-page booklet on *Employees' Retirement Income Plan* with an article stating that "Life Begins at 65." Purpose of the article is to encourage employees to plan early to enjoy the leisure the retirement plan offers by developing hobbies and interests outside the job. In line with this part of their personnel relations program, Pitney-Bowes recently sponsored a week-long employees' hobby show with certificates awarded to the prize winners.

THE UNIVERSITY of MONTREAL, Industrial Relations Section, has published

Neither Right nor Left in Labor Relations by Emile Bouvier, S.J., Director of the Section. On the premise that "social restoration is impossible without interior restoration," Father Bouvier considers the Worker and their Unions, Employers in Action, the State, the University and Industrial Relations, and the Church in the World of Labor. The author states in his introduction that the aim of the book is to present "gleanings and musings on the relationship between capital and labor," stressing that it is charity and justice, Christ in the hearts of workingman and employer, that will cement the bond between them. The paper-backed 203-page book is being offered at \$2.00.

MANAGEMENT GUIDE, INC., 301 W. 106th Street, New York 25, carried in the Number 42 issue of *Management Guide* an article by Bruce Payne, entitled "Evaluating the Personnel Department," digested from THE PERSONNEL JOURNAL of February 1951.

THE NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell University in a recent issue of *Industrial and Labor Relations Review* states that we can expect eight to ten strike situations warranting front-page newspaper coverage during a typical peacetime year. This prophecy was made by Earl L. Warren, Director of the Institute of Industrial Relations at the University of California at Los Angeles, in a study of strikes in American industry over the past 36 years. From 1914 through 1949, says Professor Warren, 165 work stoppages made front pages of *The New York Times* and *The Los Angeles Times*. "During the past 36 years," he continues, "there have been on the average almost five strike situations a year which brought about nationwide newspaper comment, and in recent years there has been an average of eight to ten a year."

THE NATIONAL INDUSTRIAL CONFERENCE BOARD in a recent study of employee education programs writes that the objective of nearly half of the 358 companies surveyed was an understanding of facts about the company and its methods of operation. Nearly a third, or 108 companies, had as their end "an increase of individual efficiency, proficiency, performance, productivity and skill." A fourth, or 92 companies, had as their objective "to provide an opportunity for promotion, progress and advancement, and for individual development and self-improvement." In addition, 34 other objectives were listed by one or more of the remaining companies. Regarding successful employee education programs, reports the study, a large body of experience has demonstrated that (1) a successful program will first determine what employees' needs are and then include subjects they want; (2) the program which tries mainly to indoctrinate workers with management's views and philosophies hasn't much chance of success; (3) above all, the best education program is thought by many to consist of a company's day-by-day demonstration of the ideals of the American business system in its relations with employees, owners, customers, and community. The study was prepared by Elmer W. Earl, Jr., of the Division of Personnel Administration of the National Industrial Conference Board, 247 Park Avenue, New York. It appears in the series of "Studies in Personnel Policy."

FILM RESEARCH ASSOCIATES, 150 E. 52nd Street, New York 22, have published a set of seven booklets called *Staff Service Bulletins* which tell at a glance what training aids are available and where, films for meetings, conferences, classes or study groups. Included are description, type, running time, arrangement for use, and one or more sources for each item, as well as recommended procedure for using audio-

visual methods effectively. The booklets are titled as follows: "Guide to Motion Pictures, Slidefilms and Recordings for Improving Salesmanship" (\$1.00); "Guide to Motion Pictures, Slidefilms and Recordings for Improving Human Relations and Supervisory Techniques" (\$1.50); "Film Guide for Economic Education" (\$1.50); "Film Guide for Improving Office Practices" (\$1.50); "Film Guide on Production and Management Methods" (\$1.50); "Film Guide for Department and Specialty Stores" (\$2.00); and "Selected References on Audio-Visual Methods" (\$1.00). The complete set is available for \$9.00.

MANAGEMENT GUIDE, INC., 301 W. 106th Street, New York 25, carried in the Number 42 issue of *Management Guide* an article by Bruce Payne, entitled "Evaluating the Personnel Department," digested from THE PERSONNEL JOURNAL of February 1951.

THE AMERICAN ARBITRATION ASSOCIATION in its quarterly, *The Arbitration Journal*, Vol. 6 No. 3 contains two articles on labor disputes. In the first Herman A. Gray, Associate Professor at New York University and Member of the New York Bar, gives "Some Thoughts on the Use of Precedents in Labor Arbitration." In the second Jules J. Justin, Member of the Faculty of The Management Institute, New York University, and Member of the New York Bar, discusses "Arbitration under the Labor Contract—Its Nature, Function and Use." The *Journal* is published at 9 Rockefeller Plaza, New York 20.

THE FRANKLIN PRINTING COMPANY of Philadelphia, Pa., exhibited "The 100 Best Annual Reports of 1950" in its offices at 23rd and Chestnut Streets on November 13-17, 1951, through the cooperation of *Financial World*. The exhibit included not only the "Best in Industry" in 100 classifications, but the second and third best—

300 reports in all. Also on display were the ten best annual report cover designs as selected by Guy Fry.

THE CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA in the October 1951 issue of *Public Personnel Review* carried an article catchingly called "Do You Shave in Front of a Thesaurus?" Theme of the article by William G. Waggoner is that the authors of many employee bulletins, instructional material, letters and speeches would do well to keep the wordage short, simple, to the point—and to the audience. The issue, a quarterly publication, also contained "Personnel Management in American Foreign Affairs," "Making a Promotion Plan Work," and several other articles, plus reviews of current literature pertaining to the field. Copies may be obtained from Room 456, 1313 E. 60th Street, Chicago 37, at \$1.50, annual subscription \$5.00 per year.

PRINCETON UNIVERSITY, Department of Economics and Social Institutions, Industrial Relations Section, has issued "The Office Library of an Industrial Relations Executive 1951," the sixth edition of this bibliography. The book, priced at \$1.00, is prepared by Helen Baker, Associate Director and Hazel C. Benjamin, Librarian, Industrial Relations Section. It contains in its 42 pages sections on Industrial Relations, Personnel Administration, Trade Unions and Union-Management Relations, Labor Legislation and Administration, and Social Insurance.

THE SALVATION ARMY has issued a lively, cartoon-illustrated booklet entitled *Your Friend and Employer—The Salvation Army*, which is intended for distribution to new employees of the Army. The 28-page little booklet starts off by giving to the employee information on his job opportunity, salary, vacation, etc. and ends with what he should know about the Army.

SITUATIONS WANTED

EDITORIAL POSITIONS: Wanted by men and women qualified by house organ experience in business and industry. Write to Andrew Cerruti, House Magazine Placement Bureau, % Underwood Corporation, 1 Park Avenue, New York City 16, New York.

PERSONNEL ASSISTANT: Age 30, married, one child. BS degree in Business Administration with major in Personnel Management. Most interested in wage administration, job evaluation and labor relations. Employed at present as IBM Tabulating Supervisor. Prefer Southern California. Ready to send resume and come for personal interview. Reply Box 158.

PERSONNEL ASSISTANT: 33 years old. AB in Industrial Psychology and graduate work in Industrial Psychology and Industrial Engineering. Six years experience in all phases of personnel work; handling personnel relations, transfers, promotions, placement, personnel control, and personnel research. Have also experience in production management, motion and time studies, methods, and production control. Also have three years wartime experience with OSS as Labor Research Analyst. Presently employed with sizeable construction company. Boston resident but prefer to relocate in warmer climate areas. Reply Box 157.

PERSONNEL EXECUTIVE OR ASSISTANT: Male, age 32, WW II Veteran, married, two children. M. A. degree in psychology. Seven years experience as psychologist and personnel. Excellent references. Wish opportunity in large industrial organization. Prefer South, Southwest or midwest. Reply Box 151.

PERSONNEL ASSISTANT, BS AND BA Degree Major in Personnel Administration. Presently employed as office manager. Desire to get into Personnel work. Age 31. Veteran. Married. Resume on request. Reply Box 154.

PERSONNEL WORK: PhD. Candidate, M.A. in Sociology. BA in Psychology. 4 years college teaching experience, 2 years interviewing. 27 years old. Married. Position in Philadelphia or vicinity. Reply Box 153.

PERSONNEL SUPERVISOR. Male, age 31, two time veteran. Married. One child. B.A. degree Business Administration. 9 years general experience. 1 1/2 years employee relation counseling and job analysis. 1 1/2 years administrative head international business machine installation. Desire responsible position with a progressive organization, location secondary. Available February 1952. Resume on request. Reply Box 156.

HELP WANTED

PERSONNEL ASSISTANT. Wanted capable young man between 28 and 32 to assist in recruitment, selection, and placement of sales personnel. Must have Master's Degree in Psychology; personnel experience and selling background desired. In reply state experience, selling history, age, education; describe selected recent assignments. Long range opportunity with a leading corporation in Western Pennsylvania. All replies in strict confidence. Reply Box 152.

PERSONNEL SUPERVISOR: Male, age 28-36. Wanted by industrial organization in the San Francisco Bay area. Will be responsible for recruitment, interviewing, selection, induction and initial placement of new employees. Must have University degree, preferably in branch of science or engineering, and several years personnel administrative experience and training. Excellent employee benefits, working environment and opportunities for advancement. Please send facts concerning education and experience to Box 155.

Advertisements will be accepted under these headings at 4 cents a line for one insertion. Average 90 characters per line. 10% discount for two insertions, and 20% off for three insertions or more.

PERSONNEL

Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 16

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Conference Calendar

MARCH

- 7-9 Washington, D.C. Hotel Statler
American Society for Public Administration Conference
Pub. Admin. Clearing House. 1313 E. 60th St. Chicago 37, Ill.
- 12-14 French Lick, Indiana. French Lick Springs Hotel
American Society of Training Directors. 8th Annual Conference
Elliott French, 911 N. Pennsylvania St. Indianapolis 2, Ind.
- 24-28 Boca Raton Club. Boca Raton, Florida
National Association of Manufacturers
Institute on Industrial Relations. Sybil S. Patterson, Director, 14 W. 49th St., New York 20, N. Y.
- 26-28 Cincinnati, Ohio. Netherland Plaza Hotel
American Association of Industrial Editors Annual Convention
Chairman Publicity Committee: Stan Koch, Cincinnati Gas and Electric Co. Cincinnati, Ohio
- 27 New Haven, Conn. Yale University
Connecticut Personnel Association. Second Annual Conference
Mr. H. R. Bowman, c/o Dictaphone Corporation, Bridgeport 5, Conn.

APRIL

- 3-4 Memphis, Tenn. Hotel Peabody
Memphis Industrial Personnel Council. 15th Annual Tennessee Industrial Personnel Conference.
- 15-16 Berkeley, Calif. Hotel Claremont
California Personnel Management Association. 27th Pacific Coast Management Conference. T. C. Erickson, President, California Personnel Management Assn. 5th Floor, Farm Credit Building, Berkeley 4, Calif.

MAY

- 9-10 Houston, Texas. Rice Hotel
Southwest Area. Industrial Relations Conference
C. H. Winston, Secretary, 1600 Louisiana, Houston, Texas
- 18-21 San Francisco, Calif.
National Office Management Association. 33rd International Conference.
Marcelle Franken, Publicity Director, National Office Management Assn.
132 West Cheltenham Ave., Philadelphia 44, Pa.

Editor to Reader:-

I GAVE A TALK the other evening before the *Morris County Association of Professional Engineers and Land Surveyors* on the subject of Salary Standards for Engineers. I began by telling them that I liked the title of their Association. It is descriptive and mellifluous. It reminded me of the names of some of Philadelphia's old and distinguished organizations. For example, I once worked for a company known as the *Pennsylvania Company for Insurances on Lives and Granting Annuities*—and it was not an insurance company. Another veteran Philadelphia organization, I believe the oldest insurance company in this country, is the *Philadelphia Contributionship for Insurance of Houses by Loss From Fire*. If you don't believe me, look in the Philadelphia telephone directory. It's there. The papers announced a meeting the other day celebrating the 140th Anniversary meeting of the *Union Society for the Detection of Horse Thieves and the Recovery of Stolen Property*. The most fashionable and popular skating club in Philadelphia is known as the *Philadelphia Skating and Humane Society*. No one I know seems to have any idea why the word humane is in the title. There was no doubt once a reason. Perhaps in the old days the skaters wore pillows, just in case.

I had been asked to talk to the engineers about various plans that have been put forward at different times to help practicing professional engineers attain and maintain satisfactory salary levels. One of the proposals was the institution of regular salary surveys on the basis of age vs. salary. I was not impressed with this method of developing salary standards. It reminds me of cheese; the older it is the better it gets! Plans of industry-wide job evaluation were discussed but since job evaluation is a task of relating salaries of positions to one

another within an organization it seems to me impossibly difficult to expect to interrelate engineering positions which are in entirely different organizations.

It was my suggestion that the engineers could help themselves most by two things. They could advocate and work for good job evaluation in their organizations. In this way they would get the consideration they were rightfully entitled to. They could also undertake salary surveys over as wide an area as possible, using job descriptions of carefully selected and widely performed jobs as a basis. In gathering survey information, I pointed out, the best practice is to apply in person to each employer for the desired information; accept figures only after a careful matching of survey descriptions against those of each employer. Such a survey project would be laborious but has interesting possibilities.

THE SATURDAY REVIEW OF LITERATURE in its issue of January 19th devotes a large amount of space to the topic "The Business Man In America". Included are brief reviews and lists of books of interest to businessmen. Among these are two groups of books of special interest to persons engaged in personnel administration. One of these is "Making Executive Decisions" another is "Employee Relations".

A PLEASANT LETTER has come from H. H. Moon, Editor, *Rear View Mirror*, published by Northland Greyhound Lines with headquarters in Minneapolis. Mr. Moon, after expressing his pleasure at a brief mention of a feature of a recent issue of "Rear View Mirror" says, "We renew our subscription to Personnel Journal every year, and each copy is routed to all executive and department heads—from the President on down

the organization chart. This indicates how we value your publication. Keep up the good work. Cordially,".

COMPULSORY RETIREMENT at 65 is the topic of an article by Secretary of Labor Maurice J. Tobin in a recent issue of *The American Federationist*, the monthly magazine of the American Federation of Labor. Mr. Tobin says, "Retirement ought to be based on a man's ability and a man's desire, not his age." He goes on, "Even more serious, is the refusal of many employers to hire older workers." He points out that older workers are frequently more stable and responsible than the general worker and have a lower accident and absentee rate. There is much in what Secretary Tobin says, but industry is still left with the difficult problem of making the distinction between those who can work effectively and those who wish to do so but cannot.

Even more serious is the problem, which Mr. Tobin does not deal with, namely the question of blocking the lines of promotion from the top when executives are allowed to remain after age 65. As a practical matter it doesn't make any difference how healthy and useful they are at this age. If the top men in the management group are not required to step out at 65 a hopeless blocking of the channels of promotion ensues. Some other solution than extending active service beyond 65 must be found in this group.

MANY HOURS OF MY LIFE have been given to calculating salary grade data from scattergrams. Belmont Adams of the Union Mutual Life Insurance Company, Portland, Maine, has designed a gadget that will greatly reduce the amount of labor involved in this operation. I was guiding Mr. Adams' Company in a salary program last year, in the course of which he was assigned to work with me on the detailed calculation required to set up the salary grades and limits. Several changes required recalculating the whole business two or

three times. Mr. Adams got tired of doing this and invented a gadget which greatly reduces the amount of labor involved in the calculations and also in some instances makes it easy to avoid the calculations themselves almost entirely. Mr. Adams' device consists of a four-sided set of transparent plastic bands about one inch wide and of varying lengths. These can be juggled in such a way, by laying them over the scattergram, as to make it easy to find the right maximum and minimum lines for any scattergram. The device is used on a chart on which is laid out the present salary "history" of the group of employees whose jobs have been evaluated. For each employee a dot is placed on the chart at the point where his present salary intersects the line showing the point value of his job. This makes a scatter of dots across the chart, roughly fan-shaped. Mr. Adams' device, being transparent, allows these dots to show through. The middle of each of his four pieces has a line scribed on it and these lines mark the boundaries of the salary maximum and minimum figures. The device can be adjusted so that the best possible fit of these lines may be made for any salary range desired from 20% or less, up to 50% or more.

WHY IDEAS ARE KILLED is the heading on a comment by Charles F. Kettering, sent to us by Morris I. Pickus, President of the Personnel Institute Inc., New York. Mr. Kettering says, "Man is so constituted as to see what is wrong with a new thing—not what is right. To verify this, you have but to submit a new idea to a committee. They will obliterate 90 per cent of rightness for the sake of 10 per cent wrongness. The possibilities a new idea opens up are not visualized because not one man in 1,000 has imagination." Mr. Pickus wants to know if, when you are trying to obtain the approval of a committee to some idea which you are presenting, it is necessary always to shoot two of the members in order to get a decision. This is Mr. Pickus' gentle

way of pointing out one of the great hazards involved in getting the approval of a committee to anything new.

I HAVE SOME OLD FAMILY LETTERS which were collected over the years by my Mother's great-uncle, who was a lawyer in Hudson Falls, New York. One of these letters, dated in the early 1800's, contained a reference to the death of the wife of a friend. He referred to her as a "valuable wife."

One of my Assistant Editors, Doris D. Hay, is also my "valuable wife." A couple of weeks ago she announced to me that she was going to go to Cleveland for the 11th Annual Personnel and Executive Conference for Northern Ohio, sponsored by the Cleveland Personnel Association, an affiliate of the Cleveland Chamber of Commerce. Accordingly, on the evening of January 17th our Assistant Editor was driven to the night train—and on the morning of the 19th I got up at 6:00 A.M. in order to meet an early train and drive her back home. Here is her excellent report of that meeting.

OVER FIVE HUNDRED personnel men and women attended the eleventh annual Northern Ohio Personnel and Executive Conference in Cleveland on January 18th. At the opening session *New Slants in Foreman Training*, Kenneth A. Moody, of American Steel and Wire Co. described a recent project for training new supervisors. About 30 men, chosen from seven companies were given a course at Wittenberg College with teachers from the Cleveland Training Directors organization. After three consecutive days of instruction in such subjects as Understanding People, Organization, Job Analysis, Methods, Skills and Legal and Community Aspects of the Supervisory Job the men returned at weekly intervals for three all-day conferences. There they compared their experiences in trying out what they had learned and brought in new problems for discussion.

A group of distinguished industrialists now serving on the National Wage Stabilization Board gave a vivid picture of the complications of making equitable rules for solving wage problems today. Frederick H. Bullen, Vice-Chairman of the board, assured the audience that the board was making every effort to have understandable and simple regulations, with confidence that employers were trying their best to comply. Delays in giving decisions are often due to incomplete information. On the other hand, Gordon Hostetter of the Salary Stabilization Board during his talk said that unnecessary information about executives made some petitions so long that they required extra time to process. The Salary Stabilization Board is planning a series of regional two-day conferences where groups of not more than thirty salary administrators from industry can be given instruction in the regulations so that they can go back to their companies with full information about the rules. There were many questions for the speakers at both of these sessions and the answers were given humbly from people who are trying to do what's best for the country knowing that theirs is an unpopular job.

Milton M. Olander, Industrial Relations Director of Owens-Illinois Glass Co. was present as the Industry member of the Wage Board as was Elmer Walker of the International Machinists as Labor member.

The luncheon group was addressed by Herman W. Steinkraus, President of the Bridgeport Brass Co. He urged that in giving every reasonable consideration to the demands of labor care be exercised that too much might not be awarded in these flush times which in bad times would have to be taken back or might bankrupt the company. He cited examples from his experience in the 1930s. He questioned the elimination of geographical wage levels and the feasibility of the annual wage. However he suggested that the employer has the responsibility of keeping the employees fully informed about the economics

of their company in relation to the country at large as well as the community, so that they might keep their demands within reason.

Ernest Dale, of the American Management Association, spoke on Organization Planning. He gave illustrations of effective kinds of organizations taken from a study he has just completed on Management in 200 companies. Another short program was a report from Donald Smith, Area Manpower Director, on the available manpower in Cleveland. Except for the present shortage in the machine tool industry there is adequate labor supply for the next year in spite of increasing production.

Personnel Women of Cleveland was one of the co-sponsors of the Conference and its members were in evidence at all the sessions. They acted as hostesses at the social hour before the dinner meeting where Dr. Arthur S. Flemming, chairman of the Manpower Policy Committee, spoke on *The Manpower Aspects of Defense Mobilization*. The Cleveland Personnel Association, an affiliate of the Cleveland Chamber of Commerce, The Cleveland Industrial Relations Association, The Northern Ohio Chapter, American Society of Training Directors and the Industrial Editors Association were the other sponsors of this successful conference. Mark K. Staley of The Lubrizol Corporation was General Chairman and the Executive Secretary was Wm. G. Donaldson of the Cleveland Chamber of Commerce.

I FOUND IT INTERESTING to leaf through a copy of the Personnel Journal dated April 1933, nearly 19 years ago. There were five articles, three of them by psychologists

and a fourth by an educator. The fifth one was by a labor leader. All of the articles were technical and most of them dealt with results of research. The Journal declared that it was at that time "Devoted to industrial psychology, the science of work, the human factor in management and the satisfactory adjustment of individuals to their occupations." This was certainly a worthy objective. It is interesting to see the change in the aim of Personnel Journal in the intervening 19 years. It is now, as you can see, devoted to the practical daily interests of practicing administrators in the personnel, industrial relations and labor relations fields. Occasionally we publish a technical article but usually they are presented in non-technical forms such as the one on performance rating which appears in this issue. It would appear that Personnel Journal of 19 years ago was ahead of its time in attempting to devote itself to industrial psychology and allied sciences. This doesn't mean that they are not important or that they are less important now than 19 years ago; it merely means that the practicing personnel administrator has not yet caught up with all that science has available for him. Our neighbor, Personnel Psychology, of which I am an Associate Editor, devotes itself exclusively to technical and research matters in the field of psychology as related to industry. This is probably a more practical division of the field between the immediately useful and the theoretical report.

Red Hay

It has always been confusing to find the terms personnel director and industrial relations director used interchangeably. There are reasons for both terms. Historically, personnel was used over the years and the term industrial relations was coined in an effort to avoid unfavorable impressions created by the older term. In recent years there has been a trend back toward the use of personnel—more specifically, personnel administration. The following discussion is by a leader in the field who has long been an advocate of the term industrial relations.

What's In A Name?

By DALE YODER, Director, Industrial Relations Center,
University of Minnesota, Minneapolis.

THE tendency away from the terms personnel management and personnel administration in recent years is by no means accidental. It reflects a desire to avoid serious connotations and limitations that seem to be inextricably attached to these terms.

To some extent, these connotations result from the fact that many early personnel administrators were expected to be union-preventers. As a result, the designation may suggest a person whose interests are directly opposed to union growth and power. Hence the title arouses deep-seated prejudices in some quarters, in much the same manner as does the term "management prerogatives."

Similarly, in the memory of many employees, the personnel manager was the representative of the employer who was charged with implementing and applying the latter's unilaterally determined policies. He was the person who spoke for the employer on employer-employee relationships in days when many employers acted arbitrarily, when employees and unions had little to say about working conditions. To many, the title "personnel manager" is inseparably associated with such unilateral decision-making.

Under slightly different circumstances in these earlier days of personnel management, many personnel managers were essentially good-will ambassadors of paternalistic employers. They were the hand-shakers and back-slappers and fanny-patters.

Many of them sought conscientiously to represent and to communicate employees' viewpoints to the employer. But employees sometimes resented the attitude of paternalism and felt that it was personified in the personnel manager. They frequently alleged that he was a spy for the employer or that he was dishonest and did not accurately present their viewpoint. In other situations, they resented his unprofessional social work among them. Again, they insisted that they preferred selection of their own representatives.

THE DESIRE FOR A NEWER TITLE

On the basis of its historic background, therefore, the job entitled personnel manager may not be particularly attractive to persons who seek a career in the field and who believe that the job should have staff status and professional-level requirements and responsibilities.

A further limitation of the term personnel manager arises out of its long-time emphasis on relationships with individual employees rather than with groups of employees. This emphasis probably reflects in part the early responsibility for counteracting unions and organizers. In a considerable part of current usage, the term is individually oriented, and the personnel manager deals with selection, counseling, rating and other "personal" relationships. To meet the needs of recent expansions in collective bargaining, a parallel agency is established—usually with the title "labor relations"—to handle collective bargaining and contract administration. This division of responsibility results in a continuing reduction of the personnel manager's job as the area of joint policy determination is expanded. Who wants to make a career of a job that is becoming more and more restricted?

A third disadvantage of the term personnel administration results from the fact that this designation has been applied to "every type of activity that has to be administered in the area of humanity, whether in business, government, or elsewhere." As a result, a "personnel man"—by his own designation—may be one who has had some responsibility for military personnel work or one who has taken courses on the relationship of faculty and pupils in the public schools, or one who simply loves to work with people. No generally accepted standards of qualifications or job performance are likely for such a position.

THE NEW TERM, INDUSTRIAL RELATIONS

Now, let's look at the term "industrial relations." It avoids some of these objectionable connotations. It has no long history of usage. In one sense, it is more inclusive than personnel management. It means essentially "employment relationships." In current usage, it describes a wide range of these relationships—individual and group, employer, employee, and union—that grow out of the fact of employment.

The term has been adopted by most university agencies in this field in part to

avoid the objectionable connotations attached to personnel administration. In part, it is preferred because training and research includes collective bargaining and union relationships and also the wide area of manpower marketing. Here at Minnesota, for example, the interests of the Industrial Relations Center include group relationships as well as individual and manpower marketing as well as manpower management.

As one of the disadvantages of the term industrial relations, however, the designation "industrial" may be regarded as too restrictive if it is assumed to exclude employment relationships in government or in certain commercial activities. Further, as has been indicated, the term "relations" may be understood as underemphasizing or omitting consideration of policies and practices.

A NEW TERMINOLOGY IS NEEDED

A new terminology, unfettered with the unfortunate implications and limitations of these terms, is much to be desired. In our own usage within the Center staff, we have found that communication is greatly improved when we describe the managerial processes in employment relationships as "manpower management." In distinction, we describe the marketing of manpower resources as manpower economics or labor marketing. We think that the term "manpower" properly suggests the "resource" nature of labor in employment and that "management" or "administration" are appropriate designations for the processes of selection, placement, direction and motivation applied to this resource. We think that the terms "manpower management" or "manpower administration" are broad enough to include these activities regardless of their sponsorship. Included are the managerial responsibilities of employers, unions, government agencies and individual employees. At the same time, this terminology excludes non-employment relationships, such as those of teachers and pupils.

In our usage, we assume that technical and professional competence necessary for effective manpower administration, should be supplied by persons who have professional qualifications and are accorded full staff status in their organizations.

This suggested new title—manpower management or administration—may have merit, but it does not evoke universal and enthusiastic approval. A year ago, I urged members of the young American Society of Personnel Administrators to rename their association, calling it something like the American Association of Manpower Administrators. You can evaluate the reception given this suggestion by the absence of action. But the title "manpower manager" has appeared—for the first time—in our Minnesota survey of salaries and personnel ratios.

A good part of the public discussion dealing with unionism has centered about the dangers of "industry-wide bargaining." Usually the emphasis is given to national industry-wide bargaining (with John L. Lewis and the United Mine Workers in mind), and it is stated or implied that the area of such bargaining presents a growing problem. In this article, however, Dr. Backman analyzes current and long-term trends in industry-wide and multi-employer bargaining and concludes that its relative importance is clearly on the decline.

How Important Is National Multi-Employer Bargaining?

By JULES BACKMAN, Professor of Economics,
New York University

DESPITE the general concern about the dangers of "industry-wide bargaining", little effort has been made to distinguish between industry-wide (implying all employers in an industry) and multi-employer (implying two or more employers) bargaining. Little effort has been made to distinguish between national, regional, and local multi-employer bargaining; or between multi-employer and pattern bargaining (one company reaches an agreement and others follow the "pattern" established). On the basis of data prepared by the U. S. Department of Labor and the U. S. Bureau of the Census, it is possible to determine the relative importance of various types of bargaining and to determine whether the area of national industry-wide or multi-employer bargaining is expanding or contracting.

While multi-employer bargaining is important in many industries, only about one-eighth of the 31,000,000 workers in manufacturing and non-manufacturing are covered by such agreements. In manufacturing industries, the overwhelming proportion of such workers and establishments are covered by local multi-employer agreements. National agreements cover only 1% of the production workers in all manufacturing industries and only about 2% are covered by multi-employer agreements. An examination of the longer term trends indicates that the industries with national multi-

employer bargaining have accounted for a decreasing proportion of the total volume of employment as will be shown in the following discussion. Therefore, the relative importance of this type of bargaining has been declining.

EXTENT OF MULTI-EMPLOYER BARGAINING

The Census of Manufactures for 1947 reports data for 20 industry groups and for 452 subdivisions of these industries. (See Table 1.) 39% of the industry sub-groups had multi-employer bargaining in some form, to some extent. Many workers in the industries with multi-employer bargaining are not covered by such agreements so that the proportion of workers covered is considerably smaller than indicated by the percentage of industries.

TABLE 1
NUMBER OF MANUFACTURING INDUSTRIES WITH MULTI-EMPLOYER
BARGAINING, 1947

Major Industry Group	Number of Sub-Groups		
	Total	Multi-Employer Bargaining	Percent of Total
Food.....	42	20	48
Tobacco.....	4	4	100
Textiles.....	34	14	41
Apparel.....	42	20	48
Lumber and products.....	17	17	100
Furniture and fixtures.....	16	16	100
Paper and products.....	11	11	100
Printing and publishing.....	16	11	69
Chemicals.....	41	0	0
Petroleum and coal products.....	8	0	0
Rubber products.....	4	0	0
Leather products.....	12	12	100
Stone, clay and glass products.....	30	6	20
Primary metals: Blast furnaces.....	3	0	0
Other.....	17	10	59
Total.....	20	10	50
Fabricated metals.....	31	30	97
Machinery (except electrical).....	39	0	0
Electrical machinery.....	21	0	0
Transportation equipment.....	14	0	0
Instruments.....	10	0	0
Miscellaneous manufactures.....	41	5	12
Total.....	452	176	39

SOURCE: Derived from reports of U. S. Bureau of Labor Statistics and the 1947 Census of Manufactures.

Table 2 shows the proportion of total establishments, of value added by manu-

facture, and of total employment accounted for by manufacturing industries with multi-employer bargaining.

TABLE 2
RELATIVE IMPORTANCE OF INDUSTRIES WITH MULTI-EMPLOYER
BARGAINING, 1947

	Establishments	Employment	Value Added By Manufacture (billions)
All Manufacturing	240,881	14,294,300	\$74.4
Multi-Employer	143,618	6,700,200	32.6
% of Total	60	47	44

The data presented are subject to the qualification that many workers in the multi-employer bargaining industries are not covered by such bargaining. The industries with multi-employer bargaining accounted for 60% of the total manufacturing establishments, 47% of the total employment in manufacturing, and 44% of the value added by manufacture. It will be noted that the group engaged in multi-employer bargaining accounted for a larger proportion of the establishments than of employment and value added. This indicates that, in general, these industries are less concentrated than manufacturing as a whole.

EXTENT OF COMPANY-WIDE BARGAINING

No multi-employer bargaining industries were reported by the Bureau of Labor Statistics for the following seven major industry groups:

1. Chemicals and allied products
2. Petroleum and coal products
3. Rubber products
4. Machinery (except electrical)
5. Electrical machinery
6. Transportation equipment
7. Instruments and related equipment

In addition, this type of bargaining is not found in the basic steel industry, a subgroup under primary metal industries. The eight industries had 140 subgroups.

These eight industries accounted for 38% of the total number of employees in all manufacturing industries in 1947, 17% of the establishments, 42% of the wages and salaries, and 40% of the value added by manufacture.

In general, these are the mass-production industries with large capital investments and producing mainly durable, producers' goods for sale in national markets. They were mainly unionized in the late thirties when the CIO entered the national scene. Negotiations are usually on a *company-wide basis* with the unions insisting that all companies in the industry meet the terms in the agreements negotiated with

the leading companies. *Pattern bargaining* or wage leadership is important in these industries. Sometimes these industries are mistakenly included in the group with industry-wide bargaining because they tend to obtain similar results although the bargaining techniques are dissimilar.

EXTENT OF NATIONAL MULTI-EMPLOYER BARGAINING

Table 3 shows the over-all totals classified as to the scope of multi-employer bargaining. The preponderant proportion of industries which engage in multi-employer bargaining do so on a local basis. Almost one-third of all manufacturing as

TABLE 3
RELATIVE IMPORTANCE OF NATIONAL, REGIONAL, AND LOCAL MULTI-EMPLOYER BARGAINING IN MANUFACTURING INDUSTRIES

	No. of Estab- lishments (thousands)	No. of Production Workers (thousands)	Value Added by Manufacture (millions)	Wages and Salaries
Total, U. S. manufacturing	240,881	11,916.2	\$74,425.8	\$39,689.5
All types of multi-employer bargaining	143,618	5,669.0	32,608.8	17,179.0
Percent of U. S.	59	47	43	43
National	473	135.4	732.2	402.1
Percent of U. S.	.2	1	1	1
Regional	41,255	1,700.9	8,693.1	4,492.8
Percent of U. S.	17	14	11	11
Local	101,890	3,832.7	23,183.5	12,284.1
Percent of U. S.	42	32	31	31

SOURCE: Derived from reports of the U. S. Bureau of Labor Statistics and the 1947 Census of Manufactures.

measured by value added by manufacture, total wages and salaries, and production workers in 1947, and more than 40% of the establishments were accounted for by industries bargaining locally on a multi-employer basis. Approximately one-eighth of manufacturing industry is engaged in regional multi-employer bargaining. *National multi-employer bargaining took place in industries accounting for only about 1% of the total production worker employment in all manufacturing industries.* In relative importance throughout all industry, national multi-employer bargaining is most significant for non-manufacturing industries, particularly coal and railroads.

Out of 452 manufacturing industries, there were only eight in which national multi-employer bargaining was important:

	Number of Establishments
1. Flat glass	34
2. Glass containers	87
3. Pressed and blown glassware, n.e.c.	126
4. Vitreous-china food utensils	27
5. Earthenware food utensils	76
6. China decorating for the trade	65
7. Wallpaper	58
8. Stoves	n.a.
	473

These industries had 473 establishments, or about one-fifth of one per cent of the total number of 2,40,881 establishments in all manufacturing industries. *National multi-employer bargaining has been the least important method used in manufacturing industries.*

PROPORTION OF WORKERS COVERED BY MULTI-EMPLOYER BARGAINING

A rough calculation of the maximum number of workers covered by multi-employer bargaining can be made on the basis of the U. S. Bureau of Labor Statistics estimates of the proportion of workers unionized and the proportion of those unionized who are covered by multi-employer agreements. In 1947, there were 11.9 million production workers in all manufacturing industries. In the *manufacturing industries* with multi-employer bargaining, total production worker employment was 5.7 million, or 48% of the total. However, between 926,000 and 1,991,500 production workers in these industries, or a maximum of only 17% of total manufacturing production workers were covered by multi-employer bargaining.

TABLE 4
PRODUCTION WORKERS COVERED BY MULTI-EMPLOYER BARGAINING IN
MANUFACTURING INDUSTRIES, 1947

Scope of Multi-Employer Bargaining	Number of Workers Covered	
	Minimum	Maximum
	(,000)	
National	56.3	94.5
Regional	168.9	464.4
Local	700.8	1,432.6
U. S.	926.0	1,991.5

Similar over-all estimates can be derived from U. S. Bureau of Labor Statistics data. The bureau reported that 69% of all production workers in manufacturing industries were covered by union agreements in 1946, while early in 1947, approximately one-fourth of these workers were covered by multi-employer bargaining. By combining these estimates, it appears that approximately 17% of all workers in

manufacturing industries were covered by multi-employer bargaining. For non-manufacturing industries, 35% were under union agreements and a third of these workers were covered by multi-employer contracts. Thus, about 12% of all workers in non-manufacturing industries were covered by multi-employer contracts. For manufacturing and non-manufacturing industries combined, 4 million out of 31 million workers, or 13%, were covered by multi-employer contracts. These data show that while multi-employer bargaining is of great importance in many industries, it covers only a relatively small proportion of all workers, and, as was noted earlier, only a very small part of this total is engaged in national multi-employer bargaining in manufacturing industries.

DECLINE IN IMPORTANCE OF NATIONAL MULTI-EMPLOYER BARGAINING

It is probable that national multi-employer bargaining in manufacturing industries has *decreased* in relative importance since the turn of the century and during the past decade. Formerly, industry-wide bargaining took place in the iron and steel industry, which no longer follows this practice.

The removal of this industry from the national industry-wide bargaining group would assure a reduction in the relative importance of that type of bargaining during the past half century. Lester and Robie report a reduction in the proportion of the stove workers covered by national collective bargaining. "Although the Manufacturers' Association covered over 60 per cent of the industry's output in 1900, the percentage has since declined until in mid-1946 less than 20 per cent was covered by the Association." In addition, they point out: "Of the industry's work force, however, only the foundry workers are widely covered by the Agreement, and developments during the past fifty years have greatly decreased the relative number of these workers in stove plants."

On the other hand, in the glass and pottery industries, the scope of industry-wide bargaining has been extended in recent years to cover unskilled workers, whereas formerly it covered only skilled workers. However, the relative importance of both industries in terms of employment has declined since 1899. Similarly, the relative importance of the wallpaper industry has declined significantly. On balance, these data indicate a contraction in the relative importance of national multi-employer bargaining in manufacturing industries during the past fifty years.

The three major non-manufacturing industries with national multi-employer bargaining also have been decreasing in relative importance as a source of employment—railroads and anthracite and bituminous coal.

The declines shown for the coal industry and railroads from 1929 to 1949, are in sharp contrast to the expansion recorded for all industry and for all manufacturing industries. Similar trends also are found for the period 1939 to 1949—although a moderate rise took place in railroad and bituminous coal full time equivalent employment. It seems apparent, therefore, that the relative importance of national multi-employer bargaining also has been declining for non-manufacturing industries.

Personnel and industrial relations leaders are necessarily concerned with social problems. The current trend toward state socialism is one of those movements which can not be avoided. Much attention has been given in the past two or three years to programs of education and discussion, looking towards a better understanding of the economics of business on the part of rank and file working people. The author presented the following material as part of an address at the 1951 annual personnel conference at Palm Springs, California.

Freedom or Socialized Industry?

By H. K. BRECKENRIDGE, Vice President,
West Penn Power Company,
Pittsburgh, Pa.

A COORDINATED national program for combating the trend toward Socialism can at best reach only a limited segment of the country's population—and that relatively infrequently. Furthermore, it lacks the local flavor and the personal touch which are so helpful in promoting understanding and acceptance. The local company program has the best chance of reaching an interested group of employees and their families and, through them, gaining the favorable attention of a considerable group outside the company.

An outstanding example of a local company program of education in basic economics is the program of Republic Steel Corporation. Their course has been developed by the University of Chicago, working with Republic's own staff, and has been in operation for more than a year, reaching about half the supervisory force. Results were so satisfactory that the course is now being offered to the rest of the supervisory force, and a new, more advanced course made available to the group who "graduated" last year.

Other companies have developed practical programs of economic education, and most of them have been made available for use outside the companies which originated them. For example, DuPont has devised an excellent three-session training program on "*How our Business System Operates*." It is a program which appeals to

both supervisors and workers, and develops the fundamental facts about our competitive business system more effectively. The course has been made available to industry generally and is getting fairly widespread use.

Inland Steel and Borg-Warner have developed a movie-discussion program "*In our Hands*," to illustrate the benefits of the American economic system.

In our own company we found that we needed, first, to acquaint employees and their families with the fact that a continuance of socialistic trends is bad for them not only as employees of an electric utility company, but also as citizens and taxpayers. We found there was a need to increase employee understanding of the elements of Free Enterprise economics, including such things as:

- 1) How businesses are formed;
- 2) The part played by capital in providing the necessary tools for production;
- 3) The need for profits, and a measure of their reasonableness; and finally
- 4) A discussion of how these facts apply to our own company.

We found that as a result of such information, employees increasingly recognize socialistic proposals for what they are, and they want to challenge their proponents. They not only want to talk about these problems among their friends and associates, but they want guidance in taking effective political action.

Our program in this field has been conducted on a relatively conservative basis. Many of our employees feel the company has been too slow in providing more economic education and more suggestions for employee action. We have preferred, however, to try out several types of programs and to attempt to get an indication of their effectiveness as we go along. We also feel strongly that this is a very long-range program which must be continued in order to get maximum results. We know that the proponents of Socialism look upon their campaign as a long-range crusade. We have to be equally long-range in our thinking, and not be satisfied with a brief program of information followed by long periods of inaction.

WEST PENN'S FREEDOM PROGRAM

West Penn Power Company's program is probably not typical of what other companies are doing. It is, after all, just our own home-grown idea of what we think will work best with our own employee group and in our own communities.

West Penn's Freedom Program stems from a poll of our 500 supervisors, made during the summer of 1949. The majority were sufficiently aware of the threat of Government competition to ask that the matter be discussed during the winter Supervisory Conference Program.

In the resulting series of meetings the story of "Galloping Socialism" was presented to the supervisors. This was followed by a problem-solving conference in which all supervisors, in small groups, discussed the problem, "What Should West Penn Do?"

As a result of these discussions by some 500 supervisors, a plan of action was developed to combat the trend toward Socialism. First of all, supervisors said they

needed more facts, and they needed to know how to discuss the question of Socialism with their friends and associates. As a result, supervisors participated in role-playing discussions in which a supervisor tried to answer the questions of an employee on "Why isn't Socialism a good thing?"

To help supply the need for more information, a four-part story was developed giving the facts on:

- 1) Socialized medicine;
- 2) How far can we afford to go with Socialism?
- 3) What would Socialism mean to the average West Penner?
- 4) Talking describes the problem, but voting gets results.

Lending top-management support and backing to this program, and reaching not only the employee but his family, a series of family night meetings were arranged at which the company's President talked on the general subject of the trend toward Socialism and the need for all of us to be better informed and to do something about it. Thus, for the first time the problem was brought to the non-supervisory employee.

Paralleling the discussions of this problem among supervisors and non-supervisory employees, an Area Freedom Committee was established in each division of the company to stimulate and guide the counter-attack on Socialism. The activities of these 9 Committees are numerous and varied, but their chief job is to keep fellow employees informed on current developments, enlist their active participation, and win the support of friends, neighbors, customers, and the public in general. Members of these Committees act as group leaders in presenting talks and films to other employees and to public groups.

SUPPORTING ACTIVITIES

Our employee magazine carries timely articles on the subject of Free Enterprise. Pamphlets, reprints of current articles, and other material of interest to employees, are made available generally through the local Freedom Committees.

At election time these Committees urge employees to register and to vote, and give them any needed help in seeing that they are properly registered. The company takes no partisan political action, but urges employees to judge candidates on the basis of their voting record or expressed point of view on the issue of Free Enterprise. Employees are reminded that this is not an issue of Republicans vs. Democrats, and that there are many supporters of Free Enterprise in both parties. Our aim and objective is, of course, to convince the major political parties that a program supporting Free Enterprise is the popular program with their constituents.

Other activities include a public speaking group which was organized among employees who volunteered to make talks before various service clubs, church groups, and other organizations.

Another committee concerns itself with how to interest other local industries and organizations in taking up the fight against Socialism. As a result of this com-

mittee's activities, our company President met with groups of industrialists in several communities, telling them some of the things our company was doing and suggesting that they get into the fight. We are glad to offer any interested groups whatever information and material our own Freedom Committees have developed, and the use of films and other visual aids for employee or public meetings.

We have used several programs developed by others to further educate our own employees in the benefits of the American economic system. One of these programs, developed by Edwin Vennard of Chicago, consisting of a 3-session slide film and discussion program, was used at a series of meetings with our 500 supervisors. Another was a program of 6 sound-slide films developed by Ross Roy, Inc., entitled "*Land of the Free*," which was used with all employees in a series of 3 meetings. These films dramatically portray the lessons of history on the benefits to the individual of the Free Enterprise System versus socialistic regimentation.

The program which we are currently using with both supervisors and non-supervisors is the one developed by duPont Company and now generally available to industry, entitled "*How our Business System Operates*." This is a remarkably effective 3-session program using the flannel-board for visual aids. It deals with the simple fundamentals of how a business is organized, where it gets its money, how the competitive system functions in the interest of the consumer, and illustrates in simple terms—with the aid of complete group discussion—the fundamentals of our Free Enterprise System in comparison with Socialism and Communism. The third of the three sessions deals with our own company's story and has been tailor-made to suit our own particular needs.

The effectiveness of these programs has been tested by questionnaires answered by participants, and results discussed frankly by a steering committee which keeps in close touch with the program. We have made some mistakes, and some programs have been decidedly more productive than others. We believe that much progress has been made in promoting greater understanding of our Free Enterprise System and of the values which our American way of life has for the individual.

CONCLUSION

America has earned its world leadership by its amazing history of economic progress made possible under its political system dedicated to individual freedom.

Our people have been misled and confused by proponents of socialistic schemes which tend to weaken our Free Enterprise System and ultimately stop our economic progress.

Industry needs to raise its voice in opposition to unsound socialistic proposals. It needs to promote understanding among its employees, customers, and the public and, if effectively done, understanding will lead to political action.

Industry has a great opportunity which, if successfully grasped, may easily affect the course of our country's history—and perhaps that of the world—for decades to come.

What is the most effective and economical style of job description? The author shows the advantages of first identifying the main functions of the job—the "big chunks,"— and then explaining them with only a bare minimum of detail. Specifications may be added in the usual manner, if the evaluating method requires them.

Functional Job Descriptions

By JOHN W. THOMPSON,
Edward N. Hay & Associates, Inc.,
Philadelphia, Pa.

NOT long ago, an article entitled "By-Products of Job Evaluation" appeared in *PERSONNEL JOURNAL* (29, 3, 94-99). The author, Eugene J. Bengé, pointed out quite correctly that "The by-products can be captured only where the job evaluation method has included properly prepared, carefully sub-divided job specifications." The author dwelt on the advantages of multi-purpose job specifications, as he calls them—or job descriptions as they will be referred to here. The author illustrated many of the features which he recommended for the purpose of developing job descriptions which would permit realizing at least seven principal by-products, in addition the primary aim of job evaluation.

It has been the experience of many others that a job description prepared in this way proves cumbersome for job evaluation. It is at least open to question whether the by-products cannot better be obtained as primary products in a separate program. The purpose of this article is to describe and illustrate simplified job descriptions, which have been found much easier and therefore less expensive to prepare and which have greatly facilitated the main purpose of evaluating jobs. Instead of an abstract discussion it seemed advisable to show two forms of job descriptions and compare them directly with one another. The "old-fashioned" job description which is illustrated in Figure 2 is old-fashioned in the sense that it was prepared in the manner described in "The Manual of Job Evaluation" (*Harper & Bro.*, 1941) for the factor comparison method of job evaluation. The job description in Figure 2 was specifically designed to be useful in work simplification. Another of Bengé's by-products was selection and another was training.

Figure 1 shows the "functional" type of description. It will be seen, by comparing the two descriptions, that the general style and form of the layout is the

same in both cases. Indeed it is identical in many respects. Note that those things having to do with physical effort and working conditions have been simplified in

JOB DESCRIPTION

JOB N 606

JOB NAME File-Clerk, Typist		DATE APPVD. 6/4/51
DEPT. Mortgage Servicing	DIVISION Treasurer's	APPVD. BY F.A.Hanken
SECTION	UNIT Main	APPVD. BY T.W.Christy
FUNCTION: PERFORMS typing and filing for Mortgage Servicing Department. SUPERVISION REC'D. FROM: Stenographer - Control Clerk DUTIES: 1. TYPES from information furnished onto prescribed forms, material such as: a. New Loan Service Cards. b. Cards for Satisfaction of Mortgage. c. Changes on cards. 2. SETS-UP and MAINTAINS files for Mortgage Servicing. ASSEMBLES correspondence index cards and Mortgage Servicing material, INSERTS in folder, FILES according to prescribed procedure. a. Has custody of Mortgage Servicing files. PLACES out-card where required. ENTERS information on list when material is taken from department. COLLECTS material at end of day and re-files. b. FURNISHES information to other departments from information in file within limits of Bank policy. c. MAINTAINS Follow-Up file for Mortgage Servicing Department. DISTRIBUTES follow-ups daily to negotiators. 3. POSTS payments on Service Cards, manually, from statements received from Accounting. PROVES to figures submitted by Accounting.		APPROX. % OF TIME
EQUIPMENT USED: Typewriter, Adding Machine		
UNUSUAL JOB CONDITIONS:		

FIG. 1

the functional description in Figure 1. There are two spaces, one with the title "equipment" and the other "unusual job conditions." It is intended that these be left blank if there is nothing which departs from the normal.

JOB DESCRIPTION				JOB NUMBER X-601-530	DATE
JOB TITLE	POLICY CLERK			APPROVED	E.S. Philips
DEPT.				APPROVED	C.E. James
SECTION	PHILADELPHIA BRANCH OFFICE			ANALYST	A. Taxson
FUNCTION:					APPROX. % OF TIME
Under supervision of Manager (X600-300), work direction of Underwriter (X-601-800), TYPES new and renewal Policies; FILES B. O. Dailies.					
JOB CONTENT					
1 - RECEIVES rated Fire, Inland Marine new business Application from Underwriter (X601-800), Jr. Underwriter (X601-860): A- OBTAINS blank Policies and corresponding Endorsements; B- TYPES Policy and Endorsements from information on Application, TYPES Memorandum of Insurance if mortgagee involved; ATTACHES Endorsements to corresponding Policies, Dailies; C- TYPES Bill (Phila.3) showing premium and commission for each risk; D- PLACES Policy, Agent's Daily, Memorandum of Insurance, if any, in mail box; GIVES H. O. & B. O. Fire Dailies to Bookkeeper (X606-130); PLACES H.O. Inland Marine Dailies in Transmittal Box; OBTAINS B. O. Fire Dailies from (X606-130) via file box, FILES B. O. - written Fire, Inland Marine Dailies by policy #. 2 - RECEIVES Expiration Cards from Typist-Clerk (X601-550) and (X606-130), FILES Cards by expiration date. 3 - PULLS Expiration Cards 30 days prior to expiration date, SENDS with Expiration Notice (form-letter) to Agent for renewal notations and return; RECEIVES Expiration Cards with Agents' renewal notation in mail via Underwriter (X601-800) or RECEIVES renewal data from Agents via phone, PULLS corresponding Und. Files, GIVES to (X601-800) for rating and return. 4 - RECEIVES Und. Files from (X601-800), OBTAINS blank Policies and Endorsements, TYPES renewal Policy according to information on old B.O. Daily, PROCESSES as above duty # 1-B, C, D.					65%
EQUIPMENT USED: Typewriter - 80%					
Physical Effort					
Position: Sitting 60%, Standing 10%, Moving About 10%					
Unusual Physical Effort Required None					
UNUSUAL WORKING CONDITIONS AND HAZARDS:					
None					

FIG. 1

JOB TITLE	APPROX. % OF TIME
JOB CONTENT (Continued)	
5 - ANSWERS office phone (Key Station System): ROUTES calls to proper person.	15%
6 - OBTAINS B.O. Copy of Agency-written Fire Dailies from file box, FILES alphabetically by Agent's name or town	10%
7 - OBTAINS canceled Und. Files from expiration folder, PULLS corresponding Expiration Cards; GIVES Fire Expiration Cards to Stenographer (X600-500), DESTROYS Inland Marine Cards, FILES canceled Und. Files with active Und. Files.	
8 - RECEIVES Suburban Rate Cards from Suburban Rate Bureau via Stenographer (X600-500), FILES Cards alphabetically by location in Rate Card File.	
OCCASIONAL:	
9 - RECEIVES Inland Marine new business applications or renewal Und. Files from Underwriter (X601-800), RATES, COMPUTES premium, TYPES, DISTRIBUTES Policy, see duty #1; RETURNS Appraisal or bill of sale to Agent.	
10 - ASSISTS Jr. Underwriter (X601-860) with typing Endorsements, pasting and filing New Jersey fire maps; ASSISTS (X600-500) with filing Schmidt Reports when time permits.	
11 - EXAMINES file drawers, PULLS expired Und. Files, FILES by policy # if B. O. - written, by Agent's name or town if Agency-written in dead file.	10%

An examination of the same spaces in Figure 2—the old-fashioned description—shows that there is indeed nothing unusual about that job. Consequently, the time and effort expended in preparing the information shown is wasted.

The general principle of the functional description is to collect the duties around the principal functions of the job. The job in Figure 1 has three functions, all of which are, of course, somewhat related to one another;

1. Typing
2. Filing for mortgage servicing
3. Posting

The job shown in Figure 2 appears to be much more complex but actually this is a job of the same general type, and worth the same salary as the one in Figure 1. It will be seen that instead of three groups of duties there are eleven. Of these, numbers 1, 4, 9 and 10 are concerned with typing. Numbers 2, 3, 6, 7, 8, 10 and 11 have to do with filing. Number 9 has some clerical work and also involves typing.

The functional description in Figure 1 presents the job in related groups of duties, whereas the old fashioned one in Figure 2, chops the job up into eleven pieces which seemingly are not very much related to one another. There is three times as

much information to read in the description shown in Figure 2 and it is so written that it requires watchfulness to be sure one has the essential information bearing on job value.

An illustration of the difference in method is to be seen especially well in duty 1 in the functional description of Figure 1. The typing duties are not described in any detail here but the kind and salary level of duties are indicated by the phrase "Types from information furnished onto prescribed forms." Then, three illustrations are given of the type of information so typed. Nothing would be gained by going into any further detail, so far as evaluating the job is concerned.

Compare this with duty 1 in the old fashioned description shown in Figure 2. Although the essential work in this 5-paragraph duty relates to typing, the mass of material furnished makes it time-consuming for the evaluator to discover this. It is apparent to him at a glance in the functional description.

The rule in writing the new type of description, then, is to determine what are the functions that are being performed. These functions must relate not necessarily to such broad operation as typing, filing and clerical work but rather, as shown in Figure 1, to "typing (in a certain manner) as in duty 1, maintaining files for mortgage servicing as in duty 2, and posting payments manually on service cards in duty 3.

AN EXAMPLE

Another example may be found in the work of the typical secretary. Her functions normally are four in number:

1. Taking and Transcribing dictation (of greater or less complexity according to the vocabulary employed by the dictator).
2. Receiving telephone calls and visitors and handling them as indicated.
3. Performing clerical work as may be described.
4. Filing—inevitably a part of every secretarial job.

The level of the job being described in this manner is determined, not merely by the fact that the secretary takes and transcribes dictation, but the complexity of it. The importance of her work in handling visitors is determined by the type and number of visitors and the kinds of things which she does with them. However, everything that is pertinent to convey the level of difficulty of what she does may be included in the description by way of explaining what is done when she takes dictation, receives visitors, performs clerical work, or files.

In order to give the "pitch" to these four duties, it is not necessary to describe in intimate detail each operation which is performed by the secretary. As in paragraph 1 of the description shown in Figure 1, no more information need be given in the description than is sufficient to explain the nature and level of each of the four principal duties which she performs.

It is obvious from what has been said that the functional job description is easier for the evaluators. It is more quickly read and more readily grasped than if the material is presented as in the old-fashioned, blow-by-blow description shown in Figure 2.

However, there are some exceedingly important by-products to quote author Bengt. In writing the old-fashioned descriptions job analysts, we have found, cannot usually exceed one completed description per day, including the time required to have it reviewed by the incumbent and his supervisor and to secure signatures attesting their acceptance. The new functional description, shown in Figure 1, is not only easier to write but is naturally much more quickly written. Furthermore, it is easier to grasp when the evaluator starts to study the job and it is organized for him into its important segments. Much of the fine detail commonly found in the old-fashioned type of description is omitted. Indeed, anything which does not contribute directly to proper appreciation of the job for the purpose of evaluating it, relative to other jobs, obviously can be left out. Training the analyst to write job descriptions of the functional type can be done as readily as for the other type, but it doesn't take as long. We find, from experience, that the production of inexperienced analysts is double or more that which is possible when writing the old-fashioned kind of description. Another important detail of writing good job descriptions is in the analysis and gathering of the necessary information.

THE CONTROLLED INTERVIEW

In training the analyst to interview, the same step-by-step process is followed as in writing the description itself. To write a good description, these steps must be taken in the analysis:

1. Discover the general purpose of the job and describe it under "function" at the top of the job description page. This should be a brief overall statement of the general purpose of the job.
2. Under the heading "supervision received from" tell who gives supervision to the incumbent. Formerly, in the old-fashioned description, this was included under the function. This had the effect of confusing the functional statement which should be as brief and pointed as possible.
3. In analyzing the duties, find out first which are the principal functions of the job. In the case of the typical secretary, they are (a) dictation, (b) visitors, (c) filing and (d) clerical. All of the detailed duties that are necessary to give proper understanding—and no more—may then be grouped together under these four headings.

The old-fashioned description, on the other hand, grouped the detailed duties with a seeming logic which was, however, in fact inconvenient. The method followed was to state the duties (a) daily, (b) weekly, (c) monthly, (d) annually, (e) occasionally. A variation of this was to list the duties as (a) regular, (b) occasional. No matter which plan was used, there was sometimes an artificial separation of duties which belonged in the same function, merely because some of them occurred daily and others occurred at other times.

Writing the functional job description is psychologically easier than stringing together a series of individual duties. To do it, first look at the job as a whole and

then break it into its major parts, which in turn are broken into sub-divisions as necessary. The old style description, on the other hand, was an assembly of small bits and pieces. The difference is analogous to the age-old controversy among theoretical psychologists known as the "whole-part controversy." The functional description considers the job as a whole. The old style one tries to build it up from parts or pieces, which makes much less sense when you try to read it.

Formerly, the old type of description was written by securing from each employee a series of answers on an elaborate 4-page questionnaire, plus a series of answers to a 2-page questionnaire filled out by the supervisor. After digesting these, it then became necessary for the analyst to interview the employee and also the supervisor. This introduced a great many complications, one of which was that the employee did not like to see his statements neglected or omitted from the description. It was like asking him to write his own job description and then tearing it all apart and doing it a different way.

DON'T ASK THE EMPLOYEE TO WRITE ANYTHING

In writing the functional descriptions, it has been found desirable to dispense with any form of questionnaire or any kind of written statement from the employee. The analyst goes direct to the supervisor who in turn introduces him to the employee whose job is to be described. The analyst begins with a series of questions which are designed to discover what is the general purpose of the job. Very often this can be elicited by asking the employee "What is it you are really being paid for?" The next series of questions is designed to reveal the principal functions of the job. Where the employee volunteers a lot of detail—for which the analyst is not ready—he can be brought back tactfully to the purpose of the initial questioning, which is to discover the major functions of the job.

After the analyst has located the principal functions of the job he can then revert to them one at a time, giving the employee the opportunity of telling him in more detail how he carries out each of these functions. The analyst—after a little training—will be able to make such notes from those statements as seem pertinent and necessary to an understanding of the function, omitting other superfluous details.

A skillful analyst can write his notes in such a way that it is possible to immediately read them back to the employee and obtain the employee's assent to these notes as a satisfactory statement of the job. Then when the job has been cleared with the supervisor and typed in final form there is rarely any difficulty in getting an immediate signature from the employee. Sometimes, indeed, the employee's initials may be obtained at the time the notes are made.

An interesting experience occurred when the first group of these functional descriptions were being written. We had been accustomed to an average production of about one of the old style descriptions per day. But having decided to use the functional type on a new installation, the goal was set of two completed descriptions

per day, per analyst. In this organization, five analysts were trained and at the end they proudly went over the results against the amount of time spent and showed that they had produced slightly more than two descriptions per day throughout the installation.

One of the best of the analysts was sent out of town to obtain descriptions from one of the branches. The Personnel Director, who was active during the project, said that he expected him to get five jobs described in two days. The analyst protested at this, but he was anxious to get home at the end of the second day and saw to it that he brought his five descriptions with him. On another subsequent trip he got three in one day and they were splendid descriptions, requiring no change or correction.

HOW TO CONDUCT A CONTROLLED INTERVIEW

Among the characteristics of a good "Controlled Interview" are:

1. Be sure that the worker understands that it is the *job* and not the *person* being described.
2. Acquaint the worker with the general type of interview and description being used. Persuade him to think of "what he is paid for," instead of "what he does."
3. As quickly as possible, get the worker to list orally the "big pieces" of his job, and jot them down as a reference outline.
4. Help the worker frame a short, concise, over-all statement telling "what his job is all about"—the so-called Functional Statement which will appear at the beginning of the description and which provides a summarizing idea of the job to the reader.
5. Taking one main function ("big piece") at a time, find out as much as necessary to understand and "nail down" and illustrate the work involved. Get detailed explanations of methods or systems if needed to understand the functions, but state them briefly in the actual writing whenever possible. Control the interview within reason by establishing the "big pieces" pattern, patiently returning to the subject when digressions occur. But remember that the worker is human and that the analyst must work in a persuasive manner.
6. In cases where several minor duties occur, it may be feasible to lump them in a "miscellaneous paragraph," usually at the end.
7. Read back the rough notes to insure that nothing of major importance has been omitted and that the worker agrees that the analyst's notes are correct.
8. Do not tell the worker what he does. Let *him* describe his job. He should know what it is. Help him organize his thinking, but avoid putting words in his mouth.
9. Give the worker a chance to talk about his job. If he has assembled an outline or exhibits ahead of time, be courteous. Do not brush them aside. Quite often they are helpful. Even more important, avoid giving the impression of rushing the worker or discounting what he considers valuable.

Working from his interview notes, the analyst gets the job information into final form as a "Functional Job Description," ready for approvals by the Chief Analyst, the worker, and the supervisor. This stage of the work will vary according to the experience and ability of the analyst. A relatively new analyst will probably take his interview notes in his own words, and have to re-shape them into a reasonably uniform, concise style. The more experienced analyst will have less re-phrasing to do. But neither should have any difficulty in general organization and proper emphasis on important elements; the interview takes care of those items.

FORM AND STYLE

Some general comments concerning form and style of write-up, may be helpful.

1. A telegraphic style of writing should be employed, so as to convey the maximum information in the minimum number of words. Literary efforts take too much time to read. Pronouns as subjects of sentences referring to the worker are omitted. Each major statement is begun with an action verb, and all active verbs are capitalized. Many of these features are retained from earlier methods of writing job descriptions because of their proven value in making the description "talk" to the reader.

2. No special language is insisted upon. No syllabus of terms is needed, either to write or to read the descriptions. No attempt to express shades of meaning, as in "degrees of supervision," is made. The analyst is supposed to say what he means so that it can be understood without consulting him or a reference manual.

3. The analyst must not make statements which are open to varying interpretations by the reader, through careless use of ambiguous or "weasel" words. The worker will probably get an accurate idea of his job from only a few leading words, since he already knows the job anyhow. Perhaps the analyst may, too, after interviewing the worker. But different readers may get totally different impressions unless the description "nails down" the work. Thus, although there is no prohibition against terms such as "handles," "processes," and the like, they must be explained, so as not to require the reader to interpret them as best he can.

In the Profile Method of job evaluation (*Personnel*, 28, 162-169), no "Specifications" are necessary. Consequently the time and labor of preparing them are saved and job descriptions may be written at a more rapid rate. The description of duties is all that is necessary for evaluation by the Profile Method. However, if the method of evaluation to be used requires specifications these may be added to the functional job description.

Labor Today

By Eileen Ahern

Upwards of 15 million union members will cast their votes for President and Vice President of the United States this year. Which candidates will they support?

AFL's International Association of Machinists tried to find out, by polling 150 presidents of AFL, CIO, railroad and certain independent labor unions. Forty per cent of the union leaders replied. Results of the opinion poll are reported in full in the December 28th issue of *The Machinist*, IAM's weekly. Here are some highlights: Union members who belong to the Republican party want Governor Earl Warren of California nominated for the Presidency; they are not favorably inclined toward Senator Taft or former Governor Stassen of Minnesota. Next to Warren, Republicans in the labor movement would like to see General Eisenhower get the nomination. Democrats among union members want Senator Douglas to be nominated for President if Truman doesn't run. Their third choice is Eisenhower.

What will labor expect of the candidates? IAM reports that only about 49 per cent of the union leaders think repeal of the Taft-Hartley law is the best vote-getter among this year's issues. Emil Rieve, President of the Textile Workers and Vice President of CIO's Economic Policy Committee, sent a memorandum to President Truman before his State of the Union message. Repeal of the Taft Act was urged, but several other matters were also stressed—such as, increase in the minimum hourly

wage under the Fair Labor Standards Act, establishment of a minimum wage for agriculture, additional coverage under the Social Security Act, and stronger price control. Rieve's memorandum makes clear that he doesn't expect much of this Congress along these lines, but he calls for strong pressure to be exercised by the Administration.

Acceleration of labor's political action during the last decade is one of the reasons for the appearance, late in January, of a revised edition of *AMERICAN LABOR UNIONS: WHAT THEY ARE AND HOW THEY WORK*, by FLORENCE PETERSON (Harper & Brothers, New York: 1952. 270 pages, \$3.50). This has been a standard reference book since it was first published in 1945, and is so readable that it has had a very wide audience. Florence Peterson is a former Chief of the Industrial Relations Division of the Bureau of Labor Statistics, and is now Director of the Graduate Department of Social Economy, Bryn Mawr College. She is well known, too, for a very comprehensive publication, *SURVEY OF LABOR ECONOMICS* (Harper's, Revised Edition, 1952. 871 pages. \$5.00). A brief comment on the larger work appeared in *PERSONNEL JOURNAL* a couple of issues back. The present volume, however, should be of interest to the general public as well as those working in the personnel management field.

American labor, Miss Peterson observes, still relies chiefly on its economic strength.

If politicians fail them, union members turn to their employers. "This was dramatically demonstrated," she writes, "during the fall of 1949 when Congress adjourned without enacting more adequate social security legislation. Immediately, pensions and welfare plans became a rallying cry for the unions throughout the mass production industries. In some, notably the steel industry, there was a long strike over this issue, but in the end the unions won their point. The struggle was crucial and the results had far-reaching effects upon all workers and the general public. It raised the sights of what should be considered adequate old-age benefits by establishing \$100 and \$125 monthly pensions as a standard."

Although union members and their families comprise at least a third of the electorate of this country, and are joined, in their views on many issues, with a substantial number of nonunion workers, organized labor has seldom been able to deliver the vote which its numerical strength would seem to make possible. Miss Peterson cites several reasons for this. As the *IAM* survey mentioned above indicates, all union members, in the United States, do not belong to one political group. Economic interests alone do not motivate them. Inherited political party loyalties often take precedence, and so do appeals based on cultural or national origins. Very important is the fact that many union members do not vote at all. This is due in part to the mobility of much of the working population and the consequent change in legal residence and lack of familiarity and integration with communities in which they may be living at the time elections are held.

Miss Peterson thinks passage of the Taft-Hartley Act was a strong impetus to the unions to become much more active in political affairs. Formerly, the American Federation of Labor followed a policy of

nonpartisanship, though it did not refrain from supporting particular candidates or sponsoring various pieces of legislation. Nevertheless, the step the AFL took in 1947 when it established Labor's League for Political Education was unprecedented in its history. The CIO, in contrast, has had from its very beginning a strong interest in political matters, and its Political Action Committee is vigorous.

Despite their failure to become one union, AFL and CIO have achieved a considerable degree of cooperation in specific matters. An outstanding instance was the showdown in February 1951 when the United Labor Policy Committee unanimously decided to withdraw all its representatives from the defense agencies. Within two months they got much of what they wanted. The Wage Stabilization Board's functions were changed along the lines labor had urged, and a labor representative was appointed Assistant to the Director of Mobilization.

Among other changes in the newly revised edition of *AMERICAN LABOR UNIONS* is a report on the public relations activities of unions and their educational work among their membership. Important material has been added to this section. Miss Peterson's own book would be a good antidote to the apathy of the general public on the facts about American labor unions, their structure and operation. Strong opinions are plentiful, but knowledge is not. A poll conducted by *Fortune* magazine which asked numerous questions about labor unions concluded: "About $\frac{2}{3}$ of the public is wholly unequipped to have any opinions about labor unions and only $\frac{1}{4}$ really know enough to be intelligent on the subject." Over 56 per cent of the persons interviewed in this poll did not know who the AFL president was and 76 per cent could not give the name of the CIO president. (*Fortune*, February 1942, pages 98-100).

Also included in the new edition of Miss

Peterson's book is a discussion of industry-wide bargaining. Congress has expressed alarm from time to time over this practice, but some employers prefer it for their particular industries. There are, however, relatively few instances of formal machinery of this kind in the United States. Miss Peterson comments: "During the prolonged coal dispute in 1949-50 when John L. Lewis was unable to 'break down the resistance' of the operators' association, he began to bargain on an individual employer basis and was able to sign up a number of the smaller coal operators. When the dispute

was finally settled, the large and small operators were as anxious as was the union to preserve the industry-wide bargaining structure, with the result that a national wage contract was signed in March 1950."

In addition to other extensive revisions throughout the book, and the inclusion of other new material, Miss Peterson has written at some length on the international relations of American labor.

This is a valuable up-to-date briefing on the early and recent history of American labor unions and their role in our economy today.

Other Recent Books

AMERICAN EXPRESS. By Alden Hatch. New York: Doubleday & Co. 1951. 287 pages. \$3.50. A biographer of President Roosevelt and General Eisenhower, Mr. Hatch competently tells the story of the American Express Company—from frontier days through World War II. Typical of many American enterprises, this venture started from a small business—piloted by seven men—and became a world wide organization. From personalities like Wells and Fargo to the men who helped tourists get back home during the Nazi invasions of Paris and Poland, the book vividly depicts many figures in the life of this corporation and the country during the last century.

INTERNATIONAL LABOR DIRECTORY. New York: Claridge Publishing Co. 1952. 1,006 pages. \$18.75. To those who have use for a comprehensive directory of persons in the labor movement or engaged in work connected with it, this volume will be found reliable. As examples of what it contains, the following may be cited: alpha-

betical listings of arbitrators and conciliators; officers and regional directors of the National Labor Relations Board, the Department of Labor and similar organizations; labor lawyers; union organizers, research directors, labor editors, and local and international union presidents and other officers.

MANPOWER RESOURCES AND UTILIZATION: PRINCIPLES OF WORKING FORCE ANALYSIS. By A. J. Jaffe and Charles D. Stewart. New York: John Wiley & Sons Inc. 1951. 532 pages. \$6.50. The authors' thesis is that defense preparations and war *highlight* problems of manpower resources and manpower utilization, but do not add any new problems to study of the workforce. They discuss population theory and theories of economic and social development, showing how the workforce is related to other aspects of our society. They analyze the size of the workforce in the United States, describe the personal characteristics of those in this category, and state what

work they do or what goods or services they produce. The authors also give attention to the many adults who are *not* members of the workforce. Dr. Jaffe is now Assistant Director, Population Division, Bureau of Applied Social Research, Columbia University. Mr. Stewart is Assistant Commissioner for Program Planning and Publications of the Bureau of Labor Statistics.

THE SCIENTIFIC APPRAISAL OF MANAGEMENT. By Jackson Martindell. New York: Harper and Brothers. 1951. 298 pages. \$4.00. The author makes an analysis of several notably well run companies, comparing them with their less successful competitors. Factors examined include: composition of the board of directors, the corporate organization, financial structure, dividend policy, production record, research effort, and sales management. Of particular interest to financial executives, top management, and management engineers, this book may also be useful to some personnel executives. Mr. Martindell is president of the American Institute of Management, a non-profit organization studying management problems and methods. He was formerly Treasurer of the Marshall Field Foundation, President of Fiduciary Management, Inc., and on the editorial staff of the *Magazine of Wall Street*.

HOW TO PLAN PENSIONS: A GUIDEBOOK FOR BUSINESS AND INDUSTRY. By Carroll W. Boyce. New York: McGraw-Hill Book Co. Inc. 1951. 479 pages. \$5.00. The Associate Editor of *Factory Management and Maintenance* presents an introduction for the non-specialist to the subject of pension planning in collective bargaining. He covers

such matters as designing the provisions of a pension plan, employee contributions, cost, funding methods, tax exemption, pension grievances, preparing employees for retirement, and related matters. Any book on this subject becomes quickly out-of-date in some respects, due to the effect of union-management negotiations. The reader must always allow for this, but, if he does so, will find this particular book helpful in acquiring a general understanding of this complex subject.

UNION WAGES AND LABOR'S EARNINGS. By Sidney C. Sufrin. Syracuse, N. Y.: Syracuse University Press. 1951. 100 pages. What is the relative influence of the company, the market, government, and the trade union in wage determination? Do unions really raise wages? The author makes a statistical study of the rise of real wages, drawing upon the work of specialists like John T. Dunlop, P. H. Douglas, Robert R. Nathan Associates, and others. His conclusion: "In the short run, there is not much doubt that unions are successful in raising wages. Indeed, one of the great functions of unions in the short run is to act as a stimulus to productivity in the form of higher wages for labor. For the longer run, however, the statistics show that wages are tied to productivity rather than to the more commonly held concepts of bargaining."

The University of Chicago provided a grant under which this study was made. The author is Director of the Business and Economic Research Center of Syracuse University. Frederick M. Garfield assisted him, and is now with the Koppers Company.

About the Authors

Dr. Leslie Yoder is Director of the Industrial Relations Center at the University of Minnesota. He was Consultant to the War Department during the last war and Chief of Planning Commission in the War Manpower Commission.

John B. Stewart is Professor of Economics at New York University's School of Commerce. He has conducted research for many associations and industries and has acted as economic advisor to the

(Continued on page 199)

In Perspective...

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Reviewed by Jack Wolff in *PERSONNEL JOURNAL*, February 1952

Reviewed in *Factory Management and Maintenance*, August 1951

Reviewed in *Modern Industry*, June 15, 1951

BOTTOM-UP MANAGEMENT. By William B. Given Jr. New York: Harper & Brothers. 1949.

Reviewed by Ruth Freeman in *Personnel Psychology*, Summer 1950

Reviewed by Kenneth R. Andrews in *Harvard Business Review*, March 1950

Reviewed by Charles S. Weber in *Public Personnel Review*, April 1950

Reviewed in *Supervision*, November 1949

THE CHANGING CULTURE OF A FACTORY: A STUDY OF AUTHORITY AND PARTICIPATION IN AN INDUSTRIAL SETTING: By Elliott Jaques. London. 1951.

Reviewed by Winifred Raphael in *Psychology at Work*, November 1951

Reviewed by T. M. Newcomb in *Human Relations*, Vol. IV, 1951

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COLLECTIVE BARGAINING PRINCIPLES AND PRACTICES: By C. Wilson Randle. New York: Houghton Mifflin Co. 1951

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Reviewed by Joseph E. Winslow, Walter O. Jacobsen and Merrill Collett in *Personnel Administration*, September 1951
Reviewed by Phillips Bradley in the *Annals of the American Academy of Political and Social Science*, September 1951
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Reviewed by James J. Robbins in the *Annals of the American Academy of Political and Social Science*, September 1951
- LABOUR. By P. Sargent Florence. New York: Longmans, Green Co. 1950.
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- THE PSYCHOLOGIST IN INDUSTRY. By M. E. Steiner. Springfield, Ill.: Chas. C. Thomas. 1949.
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Reviewed by C. E. Jurgensen in *Journal of Applied Psychology*, October 1951
- STEELTOWN. By Charles R. Walker. New York: Harper & Brothers. 1950
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Reviewed by William Krehbuser in the *American Journal of Sociology*, September 1951
Reviewed by Maurice Lou in *Personnel Administration*, July 1951

Across the Editor's Desk

With the Personnel Associations

THE AMERICAN MANAGEMENT ASSOCIATION sponsored a General Management Conference in Los Angeles, January 14-17, devoted in large part to the study of how top management gets its daily job done. More than 1,500 executives from throughout the United States heard the 49 speakers and session leaders who participated in the Conference. Among the feature papers delivered were: *The Management Function in a Free Society* by Curtis H. Gager, Vice President, General Foods Corp.; *The Chief Executive—His Job and His Staff* by James B. DuPrau, Vice President, Administration, Columbia Steel Company; *Latest Developments in Management Training* by Walter R. Mahler, Research Psychologist, Industrial Division, The Psychological Corporation; *Business Research as a Tool of Management* by Robert R. Dockson, Economist, The Prudential Insurance Company of America; and *A Current Appraisal of the Quality of Management* by Lawrence A. Appley, President of AMA.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO at its January 14 meeting heard a panel discussion on *What's Ahead in Collective Bargaining*. Panel members were W. G. Caples of Inland Steel Container Co., Frederick H. Harbison of the Industrial Relations Center at the University of Chicago, B. W. Hill of Kraft Foods Company, and Charles R. Kaufman of Pope & Ballard, with Thomas G. Ayers of the Public Service Company of Northern Illinois as moderator. In their opening remarks the panel touched on the five following aspects of the question: the long-range problems, the effect of wage stabilization, the challenge to management's prerogatives,

organization or corporation objectives, and fringe items. At the Association's January 8 meeting Mr. Harbison spoke on *Patterned Bargaining in the Steel Industry*. Co-chairmen for the event were Hugh M. Holmes of General American Transportation Corp. and Robert E. Novy of Inland Steel Container Company.

THE HOUSE MAGAZINE INSTITUTE held a meeting at the National Arts Club Gallery on January 10 at which Miss Jill Cunningham of Socony-Vacuum Oil Company discussed *Organizing and Directing an Editorial Office*. Mr. Gifford Hampshire of Fairchild Camera & Instrument Corp. also demonstrated to the meeting how the "Scan-a-graver" turns out halftones in less than half an hour in one's own shop.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION met at the Engineers Club in San Francisco on January 10 to hear Lawrence A. Appley, President of the American Management Association, consider *The Shifting Emphasis in Personnel Administration*. Mr. Appley sees a decided change occurring in personnel management, with greater need in the executive area rather than the general work force.

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION meeting on January 9 heard a panel discussion on *Training Will Prevent Accidents* with Homer Lambie, Safety Consultant of Kaiser Aluminum and Chemical Corporation, as chairman. Participating in the discussion were Charles Kinsey, Industrial Relations and Personnel Manager of Owens-Illinois Glass Company, Fred Cobley, Director of Health and Safety of

Columbia Steel, and Tom Kilpatrick, Plant Manager of Kaiser Aluminum and Chemical Corporation. An 8-minute feature sketch was given by Bill Read, Senior Training Supervisor of San Francisco Naval Shipyard, who told how *Training Plays a Part in Radiation Defense*.

THE WOMEN'S PERSONNEL GROUP OF PHILADELPHIA held a dinner meeting at the Pen and Pencil Club on January 8 at which Dr. Milton Rock of Edward N. Hay & Associates was the principal speaker. His topic was *Selection and Placement of Supervisory and Sales Personnel*. Dr. Rock described the use of tests in employment and promotions, also pre-employment procedures.

THE PERSONNEL MANAGERS CLUB OF THE BOSTON CHAMBER OF COMMERCE met on January 8 at the University Club to hear speaker A. J. de Andrade. Mr. de Andrade, Vice President of the International Printing Pressmen and Assistants Union of America, made suggestions for furthering better negotiations in collective bargaining.

THE U. S. DEPARTMENT OF AGRICULTURE Fifth Biennial Personnel Management Meeting on December 3-7 in Chicago was attended by approximately 150 personnel and supervisory employees of the Department. The program centered around such subjects as recruitment, placement, training, performance requirements and work improvement; classification and wage administration; and emergency planning.

THE CIVIL SERVICE ASSEMBLY has scheduled 1952 conferences as follows: *Western Region*, April 3-5, Hotel Sante Claire, San Jose, Calif.; *Southern Region*, April 24-26, Roosevelt Hotel, New Orleans; *Central Region*, April 28-30, Hotel Sherman, Chicago; *Eastern Region*, May 11-14, Mount Royal Hotel, Montreal.

WESTERN RESERVE UNIVERSITY, Cleveland, is planning three Workshops in the

Rorschach Method to be held in June under Marguerite R. Hertz, Associate Clinical Professor of Psychology at the University.

THE SURVEY RESEARCH CENTER OF THE UNIVERSITY OF MICHIGAN will hold its Summer Institute in survey research this summer for the fifth consecutive year. This program, designed to illustrate the theory and application of survey research to such fields as psychology-sociology, public health, business and human relations, etc., will this year offer a special workshop in the practical application of survey research methods to these individual fields. Dates for the session are June 23 to July 18 and July 21 to August 15. For further information please write to the Survey Research Center, University of Michigan, Ann Arbor, Mich.

THE SOCIETY FOR THE PSYCHOLOGICAL STUDY OF SOCIAL ISSUES, a division of the American Psychological Association, announces the Industrial Relations Research Award for the year 1952 to be presented to the individual whose research is judged the best scientific contribution to the understanding of labor-management relations. The award, a \$500 U. S. Government bond, has been made possible by a gift to the Society from the Harwood Manufacturing Corporation through Dr. Alfred J. Marrow, President of the Corporation and a member of SPSSI. Presentation will be made at the annual meeting of the American Psychological Association in September 1952 at Washington, D. C. Any research study completed during 1950, 1951 and 1952 will be eligible for consideration. Manuscripts reporting completed research, whether or not published, should be submitted as far in advance of the closing date, July 1, 1952, as feasible. Inquiries should be addressed to Mrs. Helen S. Service, Assistant Secretary, SPSSI, Department of Psychology, Columbia University, New York, N. Y. The award is intended to stimulate the

development of new research in the understanding of the social psychology of industrial relations and in the improvement of labor-management relationships.

THE WOMEN'S PERSONNEL GROUP OF MONTREAL held a dinner meeting on Monday, January 28th to hear an address by Dr. Lydia Giberson, personal advisor, Metropolitan Life Insurance Company, New York. Her topic was "Human Relations in Industry." Dr. Giberson is a Psychiatrist who has had many years experience dealing with employee problems in industry. Members of the Montreal Personnel Association were guests at this meeting.

THE PERSONNEL ASSOCIATION OF SAN DIEGO, CALIFORNIA, has elected the following officers for the current season: President Kenneth C. Owen, of the Standard Oil Company of California; Vice President, Dr. Will M. Kidwell, of San Diego College; Vice President Lee J. Thompson, of San

Diego Gas and Electric Company; Secretary Chic Collins, of Pacific Telephone and Telegraph Company; Treasurer G. Edward Hall, of Star and Crescent Company; and Sargeant-At-Arms Don Sylvester, of Roberts Employment Agency.

THE INDUSTRIAL EDITORS' ASSOCIATION OF CHICAGO and Medill School of Journalism, Northwestern University, Chicago, jointly sponsored the Mid-West Editors' Institute which was held on Northwestern University's Chicago campus February 6, 7 and 8. This, the Eighth Annual Meeting, was attended by Industrial Editors from all over the mid-west. Problems that were discussed were both editorial and technical. Chairman of the Conference was Bernard Seltzer of the Dartnell Corporation. Publicity committee was headed by Dan Wefler of Financial Public Relations Association. Registration was handled by Lee Sagers, Editor of Sears News-Graphic, of Sears, Roebuck and Company.

Recent Publications

GLAMOUR MAGAZINE Job Department is making available reprints at 10¢ each of an article appearing in its January 1952 issue entitled "Brief Explanation of the 6 Major Legal Benefits American Workers Enjoy." These benefits are Social Security O.A.S.I., Unemployment Insurance, Federal Wage and Hour Law, Workmen's Compensation, Disability Insurance, and Law against Discrimination. Set up in easy chart form the article gives answers on each to the questions: what is it? am I entitled to it? how much do I pay? what are my benefits? where can I get further information? The address of *Glamour Magazine* is 420 Lexington Avenue, New York 17, N. Y.

THE INDUSTRIAL RELATIONS CENTER OF THE UNIVERSITY OF CHICAGO has devised

the first standardized "morale meter" for measuring what blue and white collar employees think of their jobs, their pay, the boss and the company in general. Called the *Employee Inventory*, the four-page booklet contains 78 questions developed and tested in extensive interviews, and covers five main areas in employee relations: job and conditions of work, financial rewards, personal relations, operating efficiency, and individual satisfactions. It also provides for insertion of ten specialized questions the company may wish to include and of additional personal comments the employee may wish to make. Requiring only 30 minutes to administer, it can be given at one-fourth the cost of other means of discovering employees' likes and dislikes. It was constructed by the Employee Attitude Research Group of the Industrial Relations

Center, headed by Robert K. Burns, executive officer of the Center and Professor of Industrial Relations. Presentation of the *Inventory* was made January 15 at a University of Chicago conference-workshop held at the University Club under the auspices of the Industrial Relations Center.

GENERAL ELECTRIC COMPANY has set forth *Five Ways to a Happy New Year in Employee Relations* in a four-page Employee Relations News Letter for circulation among General Electric management. The folder suggests (1) doing right, promptly and voluntarily, as to the pay, benefits and working conditions of employees; (2) bettering job security; (3) putting human considerations first, so as to provide spiritual as well as material rewards; (4) learning the arithmetic of our better way of life and how we can all work together to make it still better; (5) taking these activities out into the community by letting employees' families and neighbors know what GE is trying to do to be good employers, good buyers of local products, good taxpayers, good corporate and individual citizens.

PRINCETON UNIVERSITY, INDUSTRIAL RELATIONS SECTION, has issued No. 43 of its *Selected References*, January 1952 (20¢). The four-page leaflet contains 18 publications relating to *Timing Retirement*, seven under the heading, *The Problem and Proposed Solutions*, six under *Management Policies*, *Opinion and Experience*, and five under *Union and Worker Opinions*.

THE SPRUANCE FILM PLANT, E. I. DU PONT DE NEMOURS & Co., Richmond, Va., in a recent issue of the *Spruance Cellophane News* carries an arresting closeup with a pair of damaged glasses. The caption pointedly tells how the employee saved himself from being spattered with lead by wearing goggles and adds that two of his buddies were similarly fortunate.

THE NATIONAL INDUSTRIAL CONFERENCE

BOARD in a survey of 146 manufacturers reports that a critical shortage of technically trained and highly skilled personnel is retarding production and forcing companies to use their hard-pressed staffs to cope with production problems at the expense of research. Two-thirds of the firms surveyed say they are today actively seeking engineers, chemists, physicists, and such highly skilled men as die sinkers, pattern makers and tool makers. Furthermore, according to the survey, current market rates caused by competition for such people "are having an adverse effect on established company wage structures."

While almost all cooperating companies report losing some men to the armed forces through Selective Service and called-up reservists, most losses have been to other companies, principally new companies and those expanding their defense production, often as a result of "deliberate pirating by the lure of higher salaries."

To counteract these losses and to meet expanding demands for personnel, these manufacturers say they are intensifying efforts to recruit personnel from schools and other industrial areas, are training and upgrading their employees and encouraging more overtime work to help "make the necessary adjustments in salaries." They believe relief would come from some easing of Selective Service regulations and a Wage Stabilization Board ruling requiring new or expanding companies to keep wages in line with those already established in the local area.

The report, *Shortage of Skilled Impedes Output*, in The Conference Board Business Record Volume VIII Number 12, has been prepared by the Division of Business Practices of the National Industrial Conference Board, 247 Park Avenue, New York 17, N. Y.

THE NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS, Cornell University, lists two new publications in Cornell Studies complementing the present

bulletin series. These publications, it is expected, will permit the School to make available the results of research too lengthy for bulletin format and too expensive for free distribution. Volume I is *Wartime Manpower Mobilization: A Study of World War II Experience in the Buffalo-Niagara Area* by Leonard P. Adams, Professor and Director of Research at the School. (\$1.00, 180 pp.) This is an analysis of the "voluntary system" of emergency manpower programs and controls in a leading industrial center, which provides the basis for suggestions regarding future policies. Volume II is *AFL Attitudes toward Production: 1900-1932* by Jean Trepp McKelvey, Professor at the School. (\$1.00, 148 pp.) This study places special emphasis on the reconciliation between scientific management and organized labor in the 1920's, tracing the linkage between this earlier movement and contemporary interest in constructive labor relations.

A new bulletin issued by the School is entitled *Manpower, Wages, and Labor Relations in World War II: An Annotated Bibliography* compiled by Donald Ghent, Gladys Waltcher, and Edwin Beal under the direction of J. Gormly Miller. The bulletin is free to New York State residents, 25¢ for out-of-state requests.

THE GLENN L. MARTIN COMPANY keeps 1,200 supervisors informed on what management is doing and thinking with its *Memo to Management*, according to the December 1951 issue of *Factory Management and Maintenance*. A two-page, mimeographed fortnightly, the *Memo* gives identical information simultaneously to all management men in an attempt to beat the

grapevine. So far, its major benefit, says Martin, is a community of purpose and uniformity of judgment. The *Memo* has a two-fold purpose: to prepare management personnel to act effectively in absorbing additional supervisors into their ranks, and to develop group unity in all dealings with the great number of newly recruited employees coming into the plant daily. It carries a wide range of items, including manpower, training, procurement, news of products, sales developments, interpretation of rumors, schedules, finances, public and industrial relations, etc. A questionnaire, circulated among readers, brought a 44% return, with comments almost uniformly favorable.

QUOTES ENDING, published by Robert D. Breth, 1728 Cherry Street, Philadelphia 3, for the American Association of Industrial Editors, devotes its December 1951 issue to the question: When will the limit be reached by employees in demanding more of the benefits of a business? Appended to the issue is a one-page graph chart which *Quotes Ending* believes gives the answer: The limit has already been reached by one company, United States Steel Corporation. From data offered by Big Steel the graph was prepared to show how employees, customers and stockholders in a multi-billion dollar company have fared for a period embracing two World Wars and 48 years. According to the graph, says *Quotes Ending*, employees in that company reached their peak of participation in the benefits of the business 16 years ago, and despite World War II, inflation during and after, their share has remained the same ever since.

(Continued from page 392)

railroads since 1946. He is the author of a number of books on price control, wages and economics. He holds degrees from New York University including Ph.D.

H. K. Breckenridge holds A.B. and M.E. degrees from Columbia University. Vice-President of West Penn Power Company, Pittsburgh, he has been active in personnel and labor management groups. He is a member of the National Panel of Arbitrators and also the Regional Wage Stabilization Board.

John W. Thompson is a graduate of Princeton University. Educated as an engineer he has spent the last fifteen years as a personnel director and in job analysis and job evaluation and other personnel procedures.

SITUATIONS WANTED

PERSONNEL ASSISTANT: BS AND BA Degree Major in Personnel Administration. Presently employed as office manager. Desire to get into Personnel work. Age 31. Veteran. Married. Resume on request. Reply Box 154.

PERSONNEL WORK: PhD. Candidate, M.A. in Sociology. BA in Psychology, 4 years college teaching experience; 2 years interviewing. 27 years old. Married. Position in Philadelphia or vicinity. Reply Box 155.

PERSONNEL SUPERVISOR: Male, age 31, two time veteran. Married. One child. B.A. degree Business Administration. 9 years general experience. 1½ years employee relation counseling and job analysis. 1½ years administrative head international business machine installation. Desire responsible position with a progressive organization, location secondary. Available February 1952. Resume on request. Reply Box 156.

PERSONNEL DIRECTOR: Sound training, plus six years of executive Personnel Administration experience. Successful record of achievement in employment, personnel, safety, training and union relations in plants of 500 to 3000. Age 34, married, degree. Resume/interview at your request. Reply Box 160.

PERSONNEL WORK: M.A. in Personnel Administration, 5 years experience in labor relations, interviewing, training. Female, age 30, Single. Resume on request. Reply Box 159.

PERSONNEL ASSISTANT: Age 30, married, one child. BS degree in Business Administration with major in Personnel Management. Most interested in wage administration, job evaluation and labor relations. Employed at present as IBM Tabulating Supervisor. Prefer Southern California. Ready to send resume and come for personal interview. Reply Box 158.

PERSONNEL ASSISTANT: 33 years old. AB in Industrial Psychology and graduate work in Industrial Psychology and Industrial Engineering. Six years experience in all phases of personnel work, handling personnel relations, transfers, promotions, placement, personnel control, and personnel research. Have also experience in production management, motion and time studies, methods, and production control. Also have three years wartime experience with OSS as Labor Research Analyst. Presently employed with sizeable construction company. Boston resident but prefer to relocate in warmer climate areas. Reply Box 157.

HELP WANTED

PERSONNEL ASSISTANT: Man under 36 for non-government organization with wide reputation for high standards. Location, Washington, D. C. College degree, practical experience, unquestionable character. Excellent opportunity now and in the future for one trained and willing to take more and more responsibility. Must be able to assist in all phases of personnel. Salary consistent with requirements and ability. This is a very real chance. Reply Box 161.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 20% discount for two insertions, 20% off for three insertions or more.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 30

Number 11

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Conference Calendar

APRIL

- 3-4 Memphis, Tenn. Hotel Peabody
Memphis Industrial Personnel Council. 15th Annual Tennessee Industrial Personnel Conference.
- 15-16 Berkeley, Calif. Hotel Claremont
California Personnel Management Association. 27th Pacific Coast Management Conference. T. C. Erickson, President, California Personnel Management Assn. 5th Floor, Farm Credit Building, Berkeley 4, Calif.

MAY

- 1-2 Washington, D. C. Hotel Statler
The Society for Personnel Administration. Annual Conference
- 2-3 New York. Hotel New Yorker
Industrial Relations Research Association. Spring Conference.
- 9-10 Houston, Texas. Rice Hotel
Southwest Area. Industrial Relations Conference
C. H. Winston, Secretary, 1600 Louisiana, Houston, Texas
- 18-21 San Francisco, Calif.
National Office Management Association. 33rd International Conference.
Marcelle Franken, Publicity Director, National Office Management Assn.
132 West Cheltenham Ave., Philadelphia 44, Pa.

JULY

- 24-26 Ann Arbor, Mich. University of Michigan
University of Michigan. Fifth Annual Conference on Aging
Dr. Wilma Donahue, Institute for Human Adjustment, Rackham Bldg.
Ann Arbor, Mich.

Editor to Reader:-

"WE HIRE THEM IF THEY ARE WARM". This is supposed to be a very clever remark. Last week, in conversation with the President of a large Company, something to this effect was said to me. When I talked to his Personnel Director a little later I found that they employ approximately one out of four applicants. Presumably the other three are cold! Somebody is making a deliberate choice as to who will be employed. What is the basis of that choice and how sound are such judgments?

This leads me back to one of my pet topics; the importance of the entire selection process. One Eastern company which employs a great many office workers thinks that their turnover is a little lower than that of most other similar companies because of the extreme care they take in interview and check-up on the new employee. They think it pays off in reduced turnover.

The interview is probably the most neglected of all personnel procedures. Without going into the usual faults of the interview—the interviewer talks too much, he judges people from his own standards and prejudices, he lets the applicant determine what is said in the interview without making any analytical probe of his own—some of the things which can be ascertained in the interview are subject to statistical check. For example, what are the chances that an employee, who in the previous twelve months has held only one job, will remain with you for a year or more as compared with one who has held two, three, four or five jobs in the same length of time? What is the chance that an employee who has recently moved to your location will stay with you six months or longer?—that is, until he sees another job he likes better in his new home area.

Are there some jobs in your Company that can be effectively filled on a short shift basis? The retail business has found short shift and temporary employees most effective fill-ins for peak periods. What about your business? Most businesses are like most people who follow the same groove all their lives so that they don't have a chance to experiment with other ways than those which are familiar to them. How about trying something new?

Are you using tests effectively? You will be surprised to know that very few companies know whether they are or not. Many of them use tests, accepting the statement of the test publishers that they will do what he claims for them. If you are using tests and have made no attempt to validate them, you are running a great risk of turning away some of the very people you ought to hire.

Those who have tried it have learned that many things about the employment process are susceptible to measurement. This doesn't mean measuring in the sense that you can measure with a ruler or a micrometer. "Probability" measures are more like odds on your favorite horse. Under certain conditions there is a very good chance that your horse will win but it is never certain. Why go on in ignorance of the odds for or against you? Why not find out what the odds are by scientific method of analysis and measurement, and then play the odds that are in your favor. Look into the possibility that someone trained in probability measurement and skilled in the use of the experimental method will be able to help you. Probably he will be trained also in psychology because very few other occupations that have any bearing on industry base their work on probability measurement. Some of our

most distinguished corporations have explored these possibilities and have found them profitable.

THE COMPA-RATIO HAS COME TO BE VERY WIDELY USED AS A MEANS OF reflecting the level of salaries in an organization. It may be used not only where there is a formal plan of job evaluation, with definite minimums and maximums, but it can also be used where there is no definite plan but where "customary" ranges exist, based on actual practice in paying salaries. Recently I had some correspondence with my good friend Bob McVie, who is in charge of salary administration in one of our large life insurance companies. Before I tell you of the point Bob raised, perhaps I should remind you what a Compa-Ratio is. As the name indicates, it is a ratio between actual salary and the mid-point of the salary rate range and it is used for comparing the salary level against the rate ranges. If the salary and mid-point are identical then the Compa-Ratio is 100. If, with the 33% spread, the salary is at the minimum then the Compa-Ratio is 85; at maximum it would be 115. In the same way if Compa-Ratio is based on the minimum of the rate range and if at that point the actual salary gave a Compa-Ratio of 100, then the Compa-Ratio would be 133 when the salary reaches maximum.

Bob's problem arose in a discussion with the Actuarial Department of his company. Actuaries are very clever people when it comes to figures, as you know. It pays to "look sharp" when you get into a discussion with them. Bob was proposing to use a Compa-Ratio as defined and described in "A Program of Salary Administration" which was published in "Personnel" and which appeared as one of the chapters in the American Management's Handbook of Wage and Salary Administration. That method involved calculating the Compa-Ratio for each salary grade and then averaging the ratios. This tells you where the

average employee stands in the rate ranges. Bob McVie's actuaries pointed out that this was not the best way to calculate the ratio for expense control purposes. They proposed taking the entire payroll and dividing it by the sum of all mid-points weighted by the number of employees in each grade. I told Bob that I agreed with the actuaries—for expense control purposes. In fact, this method of calculating the Compa-Ratio is the original one which was first published in *Advanced Management*, January 1940 and which also appeared as an appendix in "The Manual of Job Evaluation" published by Harper & Brothers in 1941. I won't go into further details here but those who are interested in the two methods of calculating Compa-Ratio will be able to get the details from the references cited.

As an aside, it may be interesting to know the origin of the name Compa-Ratio. One day I told my wife that I was trying to find a name for this handy control index. She said, "What is it? How do you use it?" I replied that it was devised to compare the ratios of salaries to mid-points in job evaluation so she said, "Why don't you call it the Compa-Ratio?" It was as simple as that.

AS THIS IS WRITTEN I HAVE JUST RETURNED FROM CHICAGO where I spent two days at the annual personnel conference of the American Management Association. As usual there were more than 2000 people in attendance, and, also as usual, the program was excellent and everything was beautifully organized. At the final meeting of the Conference the President, Larry Appley, gave special praise to Jim Rice who not only does most of the planning in running the Association but has recently been given high recognition through his appointment as Administrative Vice-President of the Association. He first joined AMA as Editor in 1935. Everyone who is in touch with

the Association is well aware of how much Jim's organizing ability contributes to the effective functioning of all its affairs.

I was not able to attend all of the sessions but the high spot for me was a "Demonstration—The Performance Rating Interview." The demonstration was given by Clayton Hill who is now Professor of Industrial Relations at the University of Michigan, after many years in industrial management, and his assistant Arthur Hann. These two gave an impromptu demonstration of how the works manager would talk to one of his assistants, in this case the superintendent of the shop, about his work. Most of this interview dealt with the problem of the assistant's failure to delegate satisfactorily to his foreman. They did a wonderful "real life" job and kept an audience of more than 1000 people sitting on the edges of their chairs and standing around the walls of the conference room two and three deep.

Messrs. Hill and Hann demonstrated the use of an interview method which is gaining recognition gradually in industry. It is what is called "non-directive counseling." The idea is to encourage the counselee to develop his own self-criticism through discussion. This method of counseling has been developed largely by Dr. Carl R. Rogers, now at the University of Chicago, and he has written interestingly on it.

Mr. Hill gave an amusing exaggeration of the method in a little story he told. The purpose of the method is to avoid giving the counselee any direct instructions but rather to encourage him to develop his own ideas for solving his problem. One of the ways of doing this is to repeat after the counselee something what he has just said. This is intended to encourage him to go on and talk about the point just mentioned and to enlarge upon it. The story goes something like this: A doctor who used the non-directive method was in his office one day and one of his old patients rushed in.

"Doctor, I don't know what I'm going to do. I'm all upset. I can't sleep at nights for worrying about my health. I feel terrible."

"You feel terrible," responded the Doctor.

"Yes. I don't know what's the matter with me. I have awful dreams and much of the time I can't sleep at all. I wake up after a dream in a cold sweat. Sometimes I think I'm going to die."

"You think you're going to die," said the Doctor.

"Yes. Sometimes I feel as if it is not worthwhile to go on when you are not well." The patient gets up from his chair and starts to pace the floor. As he does so he approaches an open window.

"I feel so terrible that sometimes I think it is not worthwhile going on. It makes me feel like jumping out the window." He walks over to the window, hesitates, and then jumps out.

The Doctor walks over to the window and leans out, calling to his vanishing patient,

"You feel like jumping out the window."

In this case the Doctor certainly succeeded in developing his patient's self-criticism to the ultimate point. I don't know that we should want to carry this method too far but the point obviously is that if a man with a grievance is encouraged to develop his own thinking he may find in the end that he himself is the cause of the difficulty.

Counseling between an executive and his subordinate is assuming increased importance in industry. There is much left to be desired in the usual "you tell 'em" method, as it is called by Allan Mogensen. If a little listening could be substituted for some of the talking we might get our points over to our subordinates and have them achieve a better understanding of what we think of their work.

At several points in the demonstration given by Messrs. Hill and Hann it was apparent that the Works Manager was "telling" the Superintendent. I commented

on it afterwards to Mr. Hill and he admitted that this was so and that it was implicit in the relationship between a man and his subordinate. The situation required at a certain point that the superior let the subordinate see clearly what the requirements of the situation were. This is what Mary Parker Follett used to call "The law of the situation." The situation requires the employee to do certain things and it also requires his boss to see to it that he does do them. An understanding of non-directive counseling would be helpful to all those who have to review the performance of their subordinates.

ADMINISTRATORS ARE ALWAYS SO BUSY "DOING SOMETHING" that they haven't time to find out what is being learned in research projects in their own field. The research people are so busy doing more research that they haven't time to tell the administrators what's going on. This lack of communication between researchers and administrators was the subject of one of my remarks in the February issue of *Personnel Journal*. I haven't said much about the *misuse* of new research but this, too, is something which is often encountered in business and industry. Examples are the ineffective use of job evaluation, producing salary and wage standards which are unrealistic. Another example is the frequent inability of a personnel director to develop a workable merit rating plan. Still another is the damage which is so often done by the misuse of aptitude and intelligence tests. Recently it has come to my attention that some curious errors are being made in conclusions based upon faulty salary surveys. In an early issue I shall have a paper by a young psychologist who once worked for me on what he calls "the phenonoma of regression in salary surveys." I am not going to spoil the story by trying to tell it to you here, though those of you who are familiar with regression will probably be able to guess his thesis.

Another article which will appear shortly will tell about the use of salary grades which in a sense are not grades. That is, instead of having about fifteen salary grades up to about \$5000 a year this particular Company has one hundred grades. In other words there is a grade at nearly every point value.

I remember arguing about this at least ten years ago with Dr. John W. Riegel, Dean of the Business School at Michigan University. We were discussing some of my manuscript for "Manual of Job Evaluation" published by Harper's in 1941, in which I was outlining the method of grouping jobs together in grades. John wanted to know why it wasn't logical to have a separate range for every point value. I recall being obstinately and vehemently opposed to this idea. However, in the past five years I have been responsible for three or four companies adopting this plan. Look for an article on this subject in an early issue.

THE EDITOR ALWAYS LIKES TO GET LETTERS—complimentary ones, anyway. You will remember that in the January issue I remarked on the splendid job being done by Si Hall and Milt Olander as Industry Members of the Wage Stabilization Board. Milt writes as follows "It was very nice of you to comment the way you did in the last issue of your *Personnel Journal* concerning Cy Hall's and my work on the Board. Cy was also pleased with your comment. As you perhaps know, both Cy and I are a couple of old thick-skinned guys and don't mind the abuses we get from some quarters, but as you know the good thoughts are few and far between."

Anything that another Editor does is always interesting. A lively editorial couple lives not far from us—Robinson and Jane McIlvaine. They publish the weekly *Archive* at Downingtown, Penna. This paper was picked out of the trash can a few years ago

and it has been made into a real factor in the community. They do a nice mechanical job as well. Robinson is now in Washington doing something for the national effort, while Jane remains at home. All she has to do is edit the paper, see that it gets printed properly, supervise the mailing, keep an eye on the job printing shop and raise several children on the side. She seems to be thriving on it and even has time for an infrequent "ride to hounds." (It might be added that fox-hunting is also the favorite winter recreation of your Editor.) An idea of the liberal and intelligent editorial policy of the Archive may be seen in a two-column article in the issue of January 31st. The writer, Bob Williams, writes occasional pieces from the standpoint of labor. This one is a description of the grievance procedure followed by his own union. The story begins by telling some of the fears and troubles in the life of the worker and what the union has been able to do for him on these points. The problem of a country weekly is different from that of a metropolitan daily but nevertheless it is unusual to find a story favorable to labor and written by a labor man appearing in the columns of the "capitalist press."

Another recent item tells the story of how the American Federation of Hosiery Workers accepted a 15% cut involving 20,000 union employees. The decision was made by a Board on which sat William M. Leader, President of the Philadelphia branch of the union. They were looking for some way to stop the drift of hosiery mills to the South where labor costs are so much lower. Leader dissented in the decision to recommend a 15% pay cut but, to help save the textile industry, he and other officials are going along with this decision.

MY WIFE CAME HOME THE OTHER DAY and told of hearing a college professor tell a group of women how, among other things, union wages have not kept pace

with the rise in the cost of living. He explained that although this was *not* true of take-home pay that it *was* true of the straight-time hourly rate, which he considered the pertinent comparison. Imagine my surprise, therefore, when I saw in a recent issue of a Labor paper a somewhat different argument. The story, as I remember it, was that take-home pay had not kept pace with the rise in the cost of living. "The CIO News" for January 21st has a two-page spread under the title "America's Economy Is In Its Biggest Boom but Workers Are Falling Behind"! A sub-heading said "Share in Gains Denied Labor." I submit that these headings are not representative of what is actually happening.

MANY PEOPLE ARE INTERESTED IN SYMBOLS as representative of ideas. We have a recent letter from Henry J. McFarland, Director, Municipal Service Division of the Department of Civil Service of the State of New York. Mr. McFarland writes "For some time, I have had a great deal of fun trying to use simple symbols as a training tool, or precisely to fix certain aspects of organization, personnel and management. In discussions which I have had with professional groups, elected officials, civil service and personnel groups, I have been asked on several occasions if the material was in published form. Now I can answer "yes" to that question. I have not tried to be profound nor have I attempted to cover every aspect but I have tried to cover the important aspects." Mr. McFarland's ideas are contained in a little leaflet "Three Symbols and a Formula." One symbol is the five-pointed star standing for men, money, materials, management and public relations.

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY of Newark, N. J. publishes each month "The Mutual Benefit Estate and Tax Letter." The issue of October 1951

contained an interesting, brief article, "Incentive Compensation for Executives." It points out that "The three influences which have driven so many into business for themselves are; (1) the difficulty of accumulating capital out of the most generous salary; (2) the curtailment of purchasing power because of inflation combined with rising surtaxes; and (3) the advantages offered by the capital gains route in creation of an estate." It seems paradoxical that the high income tax rates should be driving business men out of salaried positions and into their own businesses. That seems like a good result of what is coming to be a very one-sided tax arrangement.

GETTING OUT OF THE RUT IS THE PROBLEM that most of us face. This idea was stimulated by an article in *Factory Management and Maintenance* for January under the title "Why Lewyt Dropped Merit Rating For Foreman and What It's Doing Instead." The article was by Alex N. Lewyt, President of the Corporation. He tells the story of how they got away from the usual formal paper-work rating of foremen and went into a three-step program to help foremen develop. The important part is that it was a plan developed to get hold of the imagination and enthusiasm of the foremen themselves. It wasn't cut and dried or something that was done with a mere form. The three steps are (1) an annual social and problem-solving meeting; (2) a self-rating program for supervisors—solely for their own use and (3) a personal conference program for each individual supervisor, in which he leads the Conference. The purpose is to help him learn how to bring out ways in which management can help do a better job. This story is worth reading by anyone interested in helping their foremen do a better job. As Mr. Lewyt says, their competitive advantage—if any—rests in the superiority of their foremen over the foremen of the competitor.

ONE OF THE MOST DISTINGUISHED GROUPS OF CONSULTANTS in the field of personnel administration is Industrial Relations Counselors of New York. In the last annual report T. H. A. Tiedemann, the retiring Director, gave a definition of the term "industrial relations," of which I quote a part:

"Industrial relations is that complex of law and employer and union principles, policies, plans, procedures and attitudes arising out of the relationships of management and employees which largely determines whether or not their enterprises will have the advantage of spontaneous co-operative effort from all who serve them and whether each will have a sense of accomplishment and satisfaction on his job."

WHILE WE ARE AT IT, here is another comment on the term "industrial relations." A letter from Boris Blai, Jr. who is Chief, Civilian Personnel Officer of the Philadelphia Quartermaster Depot gives his argument in favor of the term "manpower management." He says, "the words manpower and management appear to be far more descriptive of the subject matter. They suggest the area of interest very simply and directly—in the management of people."

FRANK RISING IN HIS INTERESTING LETTER "Memo to Management" of February 5th, points out that the popular notion that the defense program is going to develop a tremendous volume of manufactured goods for war is erroneous. He says that the military leaders want plants developed *ready* to produce goods for the army, navy and air force but they don't want the goods *produced*, yet. Consequently what we need is, as Frank puts it, "experiment, changes of design, small pilot jobs, frequent adjustments, changes of mind." He goes on to say that the military men "don't want immense stores of obsolescent material; they want preparedness with a

big P, with factories and materials to make the stuff when needed." He criticizes the politicians for allowing the people to believe that very soon industries, like the automobile industry, which have been partly shut down, will soon be humming with the flow of mass production war goods. It just ain't so.

TREMENDOUS OPPOSITION HAS DEVELOPED to the notion that the government will decree a union shop in order to settle the steel wage dispute and others of the same kind. The weekly magazine "The Freeman" for February 11th had a stimulating article "Will Freedom Be Sold Out In the Name Of Its Defense?" This story was written by Joseph H. Ball, former United States Senator from Minnesota. The article gives the arguments for and against compulsory union membership but points out that compulsory membership promotes and strengthens union monopoly. Reprints of the article may be obtained from the The Freeman, 240 Madison Avenue, New York 16.

IT IS NICE TO BE QUOTED and reflects credit on the Personnel Journal and its authors when articles are copied or abstracted. The New York State School of Industrial and Labor Relations at Cornell University publishes each month "Industrial and Labor Relations Abstracts and Annotations." Many issues give brief abstracts from articles which have appeared in Personnel Journal. The issue for January 1952 contained an abstract from the article which appeared in Personnel Journal under date of January entitled "In Favor of FEPC," by Arnold Forster.

SOMEBODY WAS COMPLAINING the other day about the fact that our mutual life insurance companies contain no real representation of their owners—the policyholders. A letter from M. F. Auden, Personnel Executive of Confederation Life

Association, Toronto, encloses a copy of their annual report to the employees upon the completion of their 80th year in business. It is simply written and helpfully illustrated. An insert gives the names of members of the board, executives and field organizations. The most striking fact is that one of the two vice presidents and five other directors are "policy-holders directors," elected by the policyholders themselves.

THE WORD DISCRIMINATION is tossed around a lot. To some it means one thing and to others it means something else. My life has been spent in many places and with many kinds of people. I have found it quite necessary to discriminate—but without prejudice, I hope. The most careful efforts in employment are devoted to discrimination. One applicant will be suitable for this job; another will do for that. You couldn't run a business anywhere, except into the ground, without the most careful discrimination. It's too bad, therefore, to use the word as a club to beat those people whose actions displease us. Some times discrimination is appropriate; other times it is very unfair. I know a man who has two senior partners in his business. One is a Jew. Is that discrimination? You bet it is! I'd discriminate in his favor, too, in many a situation. Last year he had to employ a new Secretary. Among the applicants was a personable Negro girl. Did he hire her? He did not. Why? She lacked some qualities necessary for satisfactory performance in the job. Who else was considered? Among the surviving candidates were two youngsters—a Catholic and a Jew. (My friend is an Episcopalian—the folks of whom it is said, "They never meddle in politics or religion.") They finally hired the Jewish girl and it has been a most successful choice. Did my friend discriminate? Yes. Is he prejudiced? I don't think so.

Ned Hay

Abuses of piece work methods are frequently allowing real wage increases to get out of hand. Nor are wage stabilization controls always effective deterrents. It looks as if management must find a radically new way of inducing workers to turn out the product and keep costs in check. Perhaps the Scanlon Plan, or a group incentive method might do it. For obvious reasons the author does not wish to reveal his employers name.

Piece Work Earnings In Inflation

BY MARTIN L. SMITH

THE efforts of the federal government through the Wage and Salary Stabilization Boards to check inflation have brought to light one aspect of industrial economics which has thus far defied control. This large leak in the dike is the level of piece work earnings in strongly organized industrial plants. Under extreme circumstances, as in the case of most immediate concern to the writer, the effect is to set at naught in those plants nearly all wage controls now in force. In order to examine this situation, some review of its antecedents and mechanics is necessary.

The theory of incentives postulates a situation in which the worker will produce at an exaggerated level (presumably about as hard as he can keep up for all day) for the sake of the additional earnings to be gained. Under this theory, the level of the worker's earnings can be increased only by either an additional expenditure of effort, or by increasing the base rates and prices. It is also assumed that the piece work prices have been so established that any worker who earns 20% to 30% over the base rate has little reserve effort still to expend. The a priori conclusion would be that this situation poses no inflationary threat. The fallacies in both the theory and practice of piece work are well known to most management people who have dealt with them.

RELATION OF EARNINGS TO PRODUCTIVITY LOST

To begin with, the relationship between an individual worker's day-to-day productivity, as measured by his earnings, and his ultimate production potential is so obscured by a number of other factors as to have lost all significance. The errors

which are introduced by the mechanics of time study and price setting, the worker's fear that an all-out effort on his part may bring about price reductions, and the damping effect of Union policy which seeks a uniform level of incentive earnings, all operate to obscure the actual significance of piece work earnings.

To protect incentive workers from wage losses which might arise from circumstances beyond their control, many unions have succeeded in obtaining the payment of average earnings under certain specified circumstances.

"Average Earnings", as used in the writer's organization, is a variable hourly rate paid to piece workers in a variety of non-standard situations (including machine trouble, faulty stock, new jobs, temporary changes of any kind, temporary transfers). This rate (which is computed each week for each piece worker by dividing the number of hours spent on piece work into his total piece work earnings) will be used as the basis of hourly payment two weeks later whenever the operator can establish a claim to average earnings. Many operators perform actual piece work for only an hour or two each week, and are paid average earnings for the rest of the week. Few, if any, complete an entire week without receiving average earnings payment for a portion of it. Company experience here is that production under average earnings is approximately 65% of production under actual incentive.

This device not only provides the desired protection, but gives the workers an instrument with which they can manipulate the level of earnings within rather broad limits. Thus, a man whose production of pieces over an eight-hour period may yield him an average hourly earning of \$2.00, may, by claiming average earnings for a two-hour period on some pretext or other, actually compute his day's production on the basis of six hours, with a resulting higher level of average earnings. A piece work price which has been too loosely set, either by accident or by the contriving of the worker, will tend to be preserved by all members of the work force, who carefully limit their production on that job. Thus, in most cases, there is actually a large reserve of potential production which is never realized.

UNION AND MEN STRIVE FOR UNIFORMITY IN EARNINGS

The Union as an organization, and the work force as individuals, tend to recognize a definite figure as the appropriate earnings level for the piece work force. They consider it unreasonable that any incentive earner should earn less than this figure, and they usually discipline workers who earn much above this figure.

The reality of this "platform" concept is easily demonstrated by a statistical distribution of incentive earnings at any given time. Nearly any type of human behavior which can be measured in skill or speed is done better by some individuals than others. If many samples of such behavior from a large group of individuals can be measured and plotted on a graph, the results will form a curve which resembles the outline of a bell. The left-hand rim of the bell rests on the poorest performance, while the right-hand rim marks the best performance. There are not many people

at either extreme. Between these two extreme scores, the curve rises to the central peak, indicating the great proportion of people, which represents the average performance. The farther any given degree of skill or speed lies from the central peak, the fewer the individuals performing at that degree. The foregoing would be true of nearly any industrial task below the skilled level.

For example, if the base rate for operating a single-spindle drill press is \$1.41 per hour, and if the prices on the various drill press jobs are carefully set so that an experienced man working at a normal pace will earn exactly \$1.41 per hour, then the earnings of a large group of experienced drill press operators, working at the best pace they can sustain, should range from \$1.42 an hour to about \$1.85 an hour. Only a few individuals should earn either of these figures; the greatest number should be earning about \$1.65 an hour. That this almost never occurs will surprise only the industrially naive.

In this example, the earnings of the group would most probably level off flatly somewhere near the group average. The above-average people would limit their performance, while below-average people would employ padding devices to bring their earnings up to the group level. In the writer's plant, both of these practices are unofficially admitted by the Union, and defended on the grounds that Management has sponsored them by "pitting one man against another". Neither pegged production nor padding is regarded as bad unless carried to a conspicuous extreme.

COSTS ARE RISING STEADILY

The inflationary consequence of this phenomenon in the writer's plant has been the steady rise of this platform at a rate which considerably outstrips increases in the Consumer's Price Index or other measures of inflation. During this same period the Union has successfully negotiated several hourly increases and an escalator cost-of-living clause, whose function it was supposed to be to keep earnings abreast of increases in the cost of living.

During the past eighteen months, the Consumer's Price Index has risen from 173.0 to 187.6; during that same period escalator payments have increased from zero to 13¢ an hour, an hourly increase of 15¢ has been granted, and the anticipated level of earnings has swelled from \$1.80 an hour to \$2.25 an hour. Thus, an increase of 8% in the Consumer's Price Index has been met with an increase of nearly 30% in the actual level of wages of the incentive worker. Clearly, the measures which were originally negotiated as protection against inflation for the individual have themselves developed into a powerful inflationary force.

UNDESIRABLE BY-PRODUCTS

There have been other unhappy by-products.

First, the mechanics of time study and price setting have been damaged by the growing discrepancy between base rates and anticipated levels of plant incentive

earnings. The piece-work price-setting apparatus is designed to produce prices, based on careful time studies, which can yield earnings up to about 130% of base rate. As the sky-rocketing level of anticipated piece work earnings stretches this relationship to 200% and beyond, it becomes impossible for the time study men, using their regular formulae, to set prices which the work force will accept. This usually means that the time study men themselves become targets for the animosity of the workers, who, unaware of the economic forces involved, assume that Management is up to some deviltry or other. As the grievances pile up and the backlog of demanded re-studies grows, Management is forced to negotiate more and more prices without benefit of time study, simply to keep the plant in operation.

To a very considerable extent, the successful operation of an incentive system depends on the confidence the workers have in the integrity of the time study men. The difficulties to which the Time Study Department falls heir, as a result of inflation, not only tend to stimulate grievances, but to damage its standing and reputation in the eyes of the work force. This ground, once lost, is difficult to regain.

Second, the rapid distortion of familiar economic values tends to disturb the worker, and to focus his attention more closely on the growing economic rewards than on his own productivity.

Third, the hourly paid workers in the shop are simply unable to keep pace with their piece work colleagues, since they do not possess the same economic elasticity in their own work situations. The fact that the highly skilled trades are traditionally paid on an hourly basis creates an acutely embarrassing problem, which, in turn, makes it increasingly difficult to attract apprentices into these skilled trades—a deficit sure to have serious repercussions in future years.

A DIFFICULT SITUATION

The situation described above is admittedly an extreme one, and not characteristic of all incentive plants, but the seeds of the problem must exist wherever piece work operations are carried on without official ceilings. None of the administrative machinery now established to control inflation has yet had much effect on this problem. The abolition of piece work or the adoption of ceilings on earnings are not satisfactory answers, since their chief effect is further to limit production without reducing labor costs, and thereby hasten inflation. For Management effectively to control this problem is to invite labor disturbances, since it means rigorous policing of time cards and production counts, and the enforcement of unpopular piece prices.

Government controls are not halting inflation in the area of industrial wage payments, and cannot, since the only available method also involves curtailing present per capita production. This leaves the problem squarely up to Management. Management's understandable reluctance to face costly disturbances now for the sake of avoiding economic disaster later does not lessen their responsibility to do so.

The case in favor of the title Director of Industrial Relations, instead of one based on the word "personnel", was persuasively presented in our last issue by Dr. Dale Yoder. This view has the weight of numbers behind it, too. Now the case of Personnel Administration is presented, in reply to a letter from the Editor. The author is Director of the Division of Personnel Administration of the Conference Board, whose official choice is in favor of "personnel administration" rather than "industrial relations".

What's In A Name— A Rejoinder.

By S. AVERY RAUBE,
National Industrial Conference Board.

You are right in believing that I favor the term "personnel administration" over any other term that I have examined. In accordance with your request, I am happy to review the reasons for this preference. But first let me try to answer the objections to "personnel administration" which you say have already been raised. I'll take them up one at a time.

I. You say that it has been suggested that "*a new term should be used because 'personnel administration' has unfortunate associations in the minds of many people.*"

I do not mean to treat this objection lightly when I say, "So what!". Granted that the concept of the personnel job has changed (and *is* changing)—is that a good reason for changing the title? If so, we've missed the boat in many job titles. For example, the term "banker" might once have had the popular connotation of a greedy usurer. But there has been great emphasis in recent years on the service aspects of banking. As a result, we think of bankers today in their service role rather than as calculating money-lenders and I don't know that anyone has ever felt the need to change their title to "financial service operators" or "money managers". Similarly, the unbelievable cruelties and tortures inflicted on human beings by religious priests during the periods of the Reformation and Inquisition have not caused any of us to suggest that today's highly respected priests should have a different title.

The content of a job can grow and general understanding of it can change.

The title of the person holding it does not have to be altered because of this growth and change, if the title was a good one in the first place.

II. *"The status of a 'personnel manager' has not been well defined."*

I presume this includes several historic and justifiable criticisms, namely, that in the past the personnel administrator's place in the corporate scheme of things was not clearly understood (confusion about line-staff relationships and also about his sphere of influence in the company), that there was misunderstanding or complete lack of understanding of his real function, that some people felt he was "the attorney" for his company's employees and some felt that he was "the attorney" for his company's management, and perhaps finally that his job was "to keep out the union".

Let me start out by saying that I wish "the status" of the personnel administrator were everywhere fully clarified and understood this day of February, 1952! In any case, that the status of this, the most recent major function of management, has been poorly defined or only partially defined, is true of the job of every other management specialist. Everyone has had to feel his way at the beginning until experience and clear-thinking minds were able to discern the real goals and purposes of the function and then fit the job properly into the whole. Yet the titles of these other management specialists haven't been altered because of the early confusion surrounding them if the title was a good one in the first place. Then why pick on the term "personnel administration" and change that?

III. *"Unqualified persons have held the job."*

True. And, unfortunately, some personnel administrators are still unqualified just as some treasurers, purchasing agents and other specialists are unqualified for their jobs. But is that good reason for changing the title of the function or job? And if it is, who is going to be empowered to assign the title that denotes a deficiency to those individuals who are still unqualified?

IV. *"The job itself is becoming more and more restricted as the function of labor relations has been taken away from the personnel manager and handled by a labor relations head."*

This statement can be challenged in point of fact. We have noticed no apparent trend to set up a head of labor relations parallel to the head of personnel administration. It is true that in some cases the collective or group relationships have been put under labor relations and all the functions having to do with individual relationships have been put in a package under another head, but the two supervisors are then coordinated by a head of personnel administration.

This is quite sound because labor relations are so integrated with all other aspects of personnel administration that the principles of good organization demand their coordination by a single individual. It is the title of this coordinator we are talking about—not the title of the person who heads the package of functions other than labor relations.

Most of the leading companies that we have studied don't separate the functions of personnel administration this way. Labor relations is considered a function

parallel to employment, training, wage and salary administration, etc. It is just another facet of the stone.

This does not deny that there are many companies wherein the major concern with respect to people is of a collective nature and, therefore, with and through the union. Here the function in question is labor relations, collective bargaining, or whatever you wish to call it, and the broader term, personnel administration, does not apply.

V. "... *industrial relations is a more inclusive term than personnel management.*"

It certainly is inclusive—too inclusive. It could mean any relationship in which industry is a party: industry's relationship with the community, dealers, stockholders, government, general public.

At the same time, it is too limited a term. "Industrial" connotes manufacturing as contrasted with "commercial", which implies non-manufacturing. How about the administration of personnel policies, practices and procedures in the thousands of commercial firms—banks, department stores, insurance companies? Since "industrial relations" is meaningless or inapplicable in these companies, should we use the term "commercial relations"? I wince at the prospect.

VI. "*Suggested alterations to 'personnel administration' include 'industrial relations', 'employment relations' or 'manpower management'.*"

I hope I have already helped to demolish the term "industrial relations" in the paragraphs above. But there my remarks were aimed only at the word "industrial". Let's look at the rest of the term—the word "relations".

It is true that "relations" in this context means the active association of people together, but it also has several other unrelated meanings which may lend fuzziness to what we're trying to describe. The primary reason for my shying away from it, however, is that I feel it is greatly overshadowed in clarity, power and aptness by "administration".

"Employment Relations" impresses me as inadequate and limiting. I think I'm correct in believing that to a great many people "employment" connotes merely hiring. Hiring is only one of the things we're talking about.

"Manpower Management" impresses me as completely unacceptable because of that first word. "Manpower" means just what it says—power available from or supplied by the physical effort of man. Certainly today we have progressed beyond the point of believing that leadership pertains only to the physical aspects of a job. What about the power of people that stems from mind and spirit?

Besides, it's too close to "horsepower"!

*** *** ***

Now to state my preference:

WHY "PERSONNEL ADMINISTRATION"?

Modern personnel administration is based on the uniqueness of the individual.

(Continued on page 424.)

The enormous increase in income tax rates has brought a serious problem. Efforts to keep up the morale and productiveness of higher executives are blunted by the low income remaining after taxes. Stock options are being used increasingly to overcome this difficulty, since the tax on increased value of stock when sold is 25%, as compared with income tax rates of 50, 60, 70 per cent and higher for incomes over \$25,000 a year.

Who Should Get Stock Options?

By ARCH PATTON, McKinsey & Company.
Management Consultants, New York

THE 1950 tax law added restricted stock options to the other incentives that industry may offer executives. More recently, the Salary Stabilization Board ruled stock options the only incentive device that can be more or less freely used. However, when management has secured stockholder approval of a plan to make stock options available to Company employees, it faces an important decision with very little experience to serve as a guide; How far down in the organization should options be given?

In the year since stock options became practical again, more than 10 per cent of the companies listed on the N. Y. Stock Exchange have taken advantage of this incentive vehicle. Their decisions on the question of how many should be offered options varies from one or two top executives to upwards of 20 per cent of the entire payroll. A study of the first hundred stock option plans filed with the Stock Exchange showed that approximately one-third of those companies reporting included less than 15 top executives in the option plan. Another one-third included more than 50 executives, with the remaining third falling between these two figures.

Bearing in mind that company managements decided on the number of employees to include in their option plan with little historical experience to back their judgment, what factors might be considered important in reaching this decision? The writer has assisted more than a dozen companies in arriving at an answer to this important question. It seems to me there are a number of reasonably reliable prin-

ciples that should be followed. But the first question to answer is: are stock options practical in your company?

IT DEPENDS

My own experience would indicate that the decision to use stock options will depend on the conditions facing the individual company. There will be many situations where the soundest decision would be not to issue options. However, conditions within a given company are favorable to the use of stock options as an incentive when:

1. The company's shares are listed, and actively traded. Historically, the incentive value of options on shares in privately-owned companies is partly dissipated by the twin problems of disposal and establishing value for tax purposes (unless a public offering is planned).

2. The company has been reasonably successful in the recent past. Several companies to my knowledge have finally decided against stock options because they felt stock-holder relations would suffer.

3. The top executive group is fairly young, averaging close to 55 years of age or less. (This makes it possible for executives to contribute to company growth over a long enough period to warrant an adequate stock option.)

4. Compensation is already high, and the tax rate on a salary increase would be unrealistically large.

5. The executive receiving an option is under no implied or actual restraints in disposing of shares purchased.

6. The business is such that executive action can have greater effect on share prices than random economic fluctuations. (This would include companies in the process of reorganization, where the risks are high, hence should offer a matching reward.)

Management should clearly understand its objective in making the decision to use options. It is not uncommon for the top executive group to consider the question—how far down should we go?—with two intrinsically different objectives in mind;

- 1—to provide incentive

- 2—as a reward for past services.

There is a third factor that also intrudes in some discussions; to broaden ownership among employees.

Stock Options As An Incentive

There are sound reasons for believing that stock options are best suited to providing incentive, and that rewards for past services and broader ownership can better be accomplished by some other device. The principal advantage of the stock option from the executive's point of view is that it offers him a chance to take a

profit on which the tax is relatively smaller than it would be as income. But note the conditions under which this relationship must operate:

1. Unless an employee is in a position to contribute to company profits, a stock option in effect represents something for nothing. To really contribute, he should be a key executive.
2. The employee, to benefit substantially from a profitable option, must be in a very high tax bracket. In other words, he must stand to gain materially, taxwise, if the capital gains tax rises to 30 per cent, or even 50. (Most tax authorities are inclined to doubt that the capital gains tax will advance to the latter figure. As they see it, the loss in income to the Treasury resulting from people refusing to sell would more than offset any theoretical gain stemming from an increase in the tax rate. Equity owners do not *have* to sell and take a profit, unless there is an incentive to do so.)

The importance of an executive's salary in establishing the incentive value of a stock option can be readily shown. Let us assume that the head of a company received \$200,000 in 1939. If he was married and had 2 dependent children, his salary would have to be approximately \$1,700,000 today to provide the same income after adjusting for the difference in taxes (based on the Revenue Act of 1951) and cost of living. To such an executive, the stock option is a potent incentive.

3. The option provides the effect of ownership for the recipient. But years will elapse before the reward, if any, is forthcoming. This means that the optionee must also have a rather large option, so that the profit potential is worth while. It means, too, that he must have many years of service left if he is to contribute importantly to Company profits over the life of the option.

SOME PREFER ANOTHER REWARD

Rewarding men for past services and broadening stock ownership among employees *CAN* be done by means of stock options. But the practical fact seems to be that men receiving options as a reward for past services are usually fairly close to retirement, and they *frequently would prefer* some other reward, such as a contingent deferred income contract. After all, they will retire in, let us say, six or seven years. Rather than run the risk of depending on a hazardous stock market for their reward, what is more natural than that they should prefer the relative security of an employment contract. If inflation is the worry, this Contract can call for stock to be set aside (as in General Electric Co. and Otis Elevator Co. plans) rather than cash.

The case for broadening ownership by means of stock options usually involves including employees who (a) cannot importantly effect profits, (b) are in relatively low tax brackets, and (c) whose financial unsophistication makes them a target for incentive-in-reverse should the stock market slump during the legal six months holding period. The same results—broader stock ownership—can be obtained by means of a stock purchase plan, or some variation thereof.

The answer to "how far down to go with options" is greatly affected by the amount of stock to be optioned. As has been mentioned, the long-term nature of the incentive calls for a sizeable potential reward. How much incentive is there in an option that offers an annual profit over the life of the option of, say, \$1,000 annually on the assumption of a 200 per cent rise in the value of the stock? Obviously, not much if the executive's salary is over \$20,000. A study of incentive compensation for executives made by the writer indicated that a *successful bonus plan* probably requires payment in a good year of 30 per cent of salary or more. It would seem logical that the long-term option to provide incentive would have to offer an even greater potential reward.

Yet, if options are carried too far down in the organization, the amount of stock available for the major executives at the top level may be seriously reduced. One company offered options so far down in the organization that only 35 per cent of the available stock options could be assigned to the executive group. This reduced the value of options assigned the most important segment of management to less than one year's salary. The lower echelon actually received options worth less than 6 months salary, so that effective incentive was lacking in both groups.

How much stock is needed to provide incentive for an executive? The restricted option is too new a device for history to provide a factual answer. It may be observed, however, that there are two important forces working against each other; on the one hand, the option must be large enough to provide incentive; on the other, it must not be so large that the executive cannot pay for the stock. The latter is important. The spirit of the 1950 tax law is that the restricted stock option should provide an ownership incentive, make executives important investors in their companies. When options valued at one million dollars or more are offered executives, nine out of ten can only take up the option by selling a sizable portion of the stock. This violates the spirit of the law, and may result in a sound incentive device being eliminated from later tax laws. Furthermore, the over-sized option is one of the important objections raised by stockholders in suits filed to date against companies granting options. (See complaints in stockholders' suits, recently filed against several well-known companies.)

Options worth less than 2 years salary leave something to be desired as an incentive. The chance for executive action to result in an important capital gain may well be too limited in most instances. On the other hand, when the option is worth more than 4 years salary, the executive will find it financially difficult to take up the option without selling a sizable portion of his stock.

PROS AND CONS OF A BROAD STOCK OPTION PLAN

A number of companies have examined with great care the advantages and disadvantages of carrying a stock option plan down to supervisory employees. In one case, the company studied the inclusion of all exempt salaried employees, down

to \$350 monthly salary. In another, the original plan included a sizable number of employees earning under \$600.

The Advantages—The advantages of reaching down to include so many employees—in one case 20 per cent, in the other 9 per cent—might be as follows:

1. The identification of a large number of employees with company management, strengthening morale and improving team work.
2. Broader stock ownership among employees, that should strengthen the desire to work in the company and reduce the turnover.
3. Provide an incentive for greater creative effort on the part of employees at all levels (The relative *strength* of this incentive may well be questioned in the light of the considerations mentioned previously.)

The Disadvantages—The restricted stock option is barely a year old. Its strong and weak points have not been tested thoroughly. Therefore, in looking for potential problem areas it is necessary to bear in mind that the stock option will cover a period of from 5 to 10 years. Many changes in management—employee relationships could occur during these years that now seem remote or unlikely.

A list of the possible disadvantages resulting from including a large number of employees in a stock option plan might be as follows:

1. Such a plan might set a precedent that could limit management's freedom in future actions relating to compensation. For example, it might touch off an ill-considered demand for extending bonuses—if such were to come under consideration—to this same group of employees.
2. The union might come to regard a broad option plan as bargainable. (It will be recalled that when pension plans were first adopted, they were not considered bargainable by management.) The fact that the *average* employee is apt to regard a stock option as "something for nothing" enhances the risk that the union might try to bargain for stock options, possibly using them as a trading point.
3. Any employees who are *NOT* included in a broad option plan might resent exclusion to the point of organizing to secure what they regarded as fair treatment. Unions would not be slow to take advantage of any such sentiment.
4. Employees advancing from one stock option level to another will *EXPECT* new options to put them on a par with other employees in the group.

The experience of companies with relatively low employee turnover is that death, promotions, and resignations in a given group of employees during a five-year period may run as high as 30 per cent. The writer knows of good companies with turnover figures approximating 10 per cent yearly in the \$400 to \$700 monthly groups. This means a sizable block of optionable shares will have to be kept in reserve to meet this demand. (It is not unlikely that, as the price of the stock advanced, some employee groups would demand relatively *larger* allocations of stock to equalize, in their own minds, the opportunity for profit.)

Moreover, any employees hired as a business expands would expect to receive options comparable to those held by employees with like responsibilities. On the

basis of past growth in some companies, this alone would require a sizable amount of optionable stock in reserve.

5. The problem of "the cut-off point" is accentuated as lower levels of employees are included in an option plan. Even at the very top there may be a few executives whose contribution potential is insufficient to warrant a sizable option on an incentive basis. But as lower level employees are added, and the number of potential non-contributors increases, the choosing of a "cut-off" becomes more difficult and the incipient morale problem grows.

6. Since "cut-off" points are necessarily arbitrary, the effect is to give employees at lower levels options whether they want them or not. They don't have to do anything to be eligible for an option except to be an employee (In a stock purchase plan, the individual at least agrees to set aside money to take up the stock). The chances are that many would *NOT* take up their option with any other thought than selling out as soon as possible.

Then, too, the long-term nature of the incentive offered by the option appears primarily to those with a good deal of financial understanding and experience—a quality found in much greater abundance in higher executives. Top executives are better able to understand—and assume—the normal risks accompanying an option. They are more likely to plan their financial lives so that they can take up the option. The six months holding period is an important risk. One large company, studying this hazard, found that stock bought in any of the past 48 months would have been subjected at some point during the next six months—to losses of up to 25 per cent.

Middle and lower echelon executives normally find greater motivation in incentive compensation than in stock options. As a group they are younger, and their need for *cash* income is relatively acute. They are buying houses, sending children to college, and trying to establish a living standard they feel to be in keeping with their responsibilities.

Not only does a *cash* bonus generally offer greater incentive to these executives earning less than \$25,000, but it is frequently cheaper for stockholders. At present tax rates, a cash outlay is usually less expensive than the permanent dilution in a shareholder's equity that results from a stock option.

ESTABLISHING THE "CUT-OFF" POINT

We have considered rather broadly the principles involved in deciding how far down options should be granted. But the individual company must make its decision on the basis of its own men and their responsibilities.

As we have seen, the stock option is a device largely for use as an incentive among top executives. But just how far down does this imply? Certainly the president, and the executives reporting to him. The decision therefore turns on whether

the third or fourth executive line is the logical "cut-off," whether they are near enough to top to warrant inclusion in an option plan.

It has been my observation that the "cut-off" decision is simplified if it is made on the following basis:

Step 1: The options available should be sufficient to *more* than provide adequate incentive—options worth from 2 to 4 years pay at current salary—to the first two levels of management—(The President, and the men reporting directly to him). If this is a group adequately covered, some stock should be held in reserve for new men joining this line. Probably 20 to 30 per cent of the amount assigned these two lines of responsibility is sufficient for this reserve, unless some provision is desirable for further options to the same executives based on *future* contributions they might make warranting such a reward.

Step 2: If a substantial block of stock still remains, the third echelon should be considered in these terms:

a—How important are their responsibilities for decisions affecting net profits?

b—How high is their current compensation?

c—Are these men potentially capable of stepping into the second line? And how soon? In other words, will a relatively long-term incentive pay dividends to the company?

If the answers to these questions point to the wisdom of including this level, and the number of optionable shares permits, the third level should certainly be included. Just as companies paying incentive bonuses find it advantageous for competitive development to include middle management, so companies with option plans may well find it valuable to train third line executives in the same atmosphere that exists at the top level.

There will be companies with enough optionable stock available to include the fourth level of management. However, before this group is included in an option plan, the a-b-c questions asked about the third echelon should be carefully considered. In a majority of cases, one or more of these essential conditions will exclude the fourth level.

A good deal of emphasis should be placed on the hazards of the stock option at the third and fourth levels. Many men in this group simply cannot afford to borrow substantial sums against stock that in a given six months' period could readily slump from 30 to 50 per cent in value. It will be recalled that most big waves of stock-option granting have occurred at peaks in the stock market. Previous stock option peaks occurred in 1936-1937 and in 1928-1929, when the stock market was approaching an important turning point.

It is likely that there will be relatively few companies including the fourth level of management in stock option plans if the strengths and weaknesses of options are adequately considered.

CONCLUSIONS

The decision to use stock options as a compensation vehicle hinges basically on two major considerations: (1) The capital gains tax feature, and (2) The risks inherent in the use of the option. If the executives under consideration do not stand to benefit *greatly* from the capital gains tax aspect of the option, there are means of providing incentive that have many of the other features found in stock options. Similarly, there are methods of offering inducement that involves less financial risk to the individual.

There is adequate evidence that a company stands to gain relatively little from an option plan that includes too many of its employees. Dilution of incentive available to executives when shares are spread too thinly is matched by a dilution of stockholders equity when too much new stock is created by the option. In other words, the incentive created by the option—its primary purpose—is blunted to the extent an option plan embraces employees who are unlikely to be motivated by such a device, and who are not in a position to make the contribution to net profit that is essential.

The lower level employee, on his part, will frequently not be fully aware of the normal risk inherent in an option. And, as the option comes to him largely unwanted, he is likely to be motivated relatively little by its availability.

Continued from page 416.

Within the framework of free enterprise in which it is conceived, its broad goal is to increase the efficiency and profitableness of the enterprise through the application of the principles of sound personnel administration. In order to do this, the morale of all the people involved must be constantly raised. The experiences of all of the people involved must be satisfying to them and, at the same time, must be precisely the kind of experiences the leaders of their respective enterprises want them to enjoy. With that as a background, let's look at the two words "administration" and "personnel" as my very good friend, Tom Spates, sees them:

"Administration"—the highest form of executive leadership

"Personnel"—people. Not just a few of the people. Not just the people in the office or just the people in the sales department, but ALL OF THE PEOPLE. Everyone on the payroll from the porter to the president, from the charwoman to the chairman.

If someone comes up with a more fitting term than Personnel Administration, I'll be all for it. But I haven't seen it yet.

Usually there is something to be said on both sides of a question. "In Favor of FEPC" appeared in February and aroused some comment. Here is one view on the other side of the question. The Editor's own comments will be found in "Editor to Reader."

Against FEPC

BY RANDOLPH VAN NOSTRAND

THE propagandists in favor of FEPC have fashioned themselves a standard "case". This is presented in glowing generalities, with smug references to "our Democracy" in hand picked instances and, frequently, with a reference to morality and spiritual law. The hard working personnel executive, face to face with the daily realities of hiring, training and upgrading of employees, wants something more solid on which to base a verdict. Let's take a look at a typical "case" and consider some of the implications of FEPC from the standpoint of practicality, philosophy and morals.

There is the broad statement that, in common with all right-thinking Americans, most business men are opposed to discrimination in employment. That simply is not so.

Business would be in trouble in short order if careful and incessant discrimination was not exercised in hiring, upgrading, firing and in personnel administration in general. Business men discriminate as to age, sex, physical condition, experience, ability, personality, skill, marital status, and a host of other factors. Some also discriminate as to race, creed or color, but not so many as to have prevented an improvement in relationships between the majority and the so-called minority groups that has been in geometric progression during the past 20 years.

All that FEPC laws accomplish is that they change the *source* of discrimination; they don't eliminate it but merely transfer the rights of discrimination from the employer, who has the fundamental duty of choice, to a bureaucrat who has no rightful concern in the matter.

FEPC CANNOT CREATE JOBS

Our "case" presents another fallacious generality that FEPC actually gives the employer a wider market. Not at all. FEPC creates not one single productive job. It makes more jobs for bureaucrats, of course, but not for the prospective employees

of business. In this connection, look into your own experience. How many qualified applicants have you turned down *for any reason*?

It is most convenient to dodge the issue of qualifications for the job; so, we are told that these so-called minorities are restricted to menial, lower paid jobs or receive less wages. But I quote George S. Schuyler, associate editor of the Pittsburgh Courier, largest negro newspaper in America.

"Despite the proscription to which Negroes are allegedly subjected, they own 13 banks, 74 credit unions, 60,000 retail businesses, 20 savings and loan associations and 204 insurance companies." They own 200 newspapers with their own printing plants. They spend \$30,000,000 annually in 40,000 Negro churches valued at \$250,000,000, according to Mr. Schuyler, who should know whereof he speaks. And, as anyone who has glanced into a few factories can suspect, they hold millions of skilled and semi-skilled jobs in American industry.

There are two more standard points in the "case". *One*: where FEPC laws exist they are "voluntarily" accepted. Now there is a pair of mutually exclusive words in apposition. "Voluntary: from one's own choice, unconstrained by interference". "Compulsory: coercive, urged by force or physical or moral restraint." The law is compulsion. The policeman and his club are there, even if hidden behind the door.

Two: FEPC laws have proved a bulwark against Communism. Then why is it that wherever they have been advocated, the Communist press and Communist organizations have been in the forefront of such advocacy?

Finally, the moral tone is injected as the clincher. Discrimination is immoral and unjust. If there is any immorality, it is in FEPC itself; because it is a political invention, and a fraud in that it produces no new jobs, nor does it cure intolerance or bigotry. It merely substitutes the force of the State for the voluntary choices of the citizen. It destroys the freedom of the worker and the employer alike, because it destroys their status as equals. It discriminates against white Peter in favor of colored Paul. And it makes a mock of the work of the churches for more than 2,000 years, because it turns God's work over to Caesar.

FEPC NOT ADOPTED BY POPULAR VOTE

I said a while ago that FEPC laws are political inventions. Nowhere in the country have they been enacted by a vote of the people. Everywhere they have been the product of pressure groups working on subservient politicians. California is the only state where the people have had the opportunity to speak; and in California they turned down FEPC two and a half to one.

So California offers a good example of voluntary action. What has happened there? Los Angeles and its environs have the largest Negro population, about 300,000. That is six per cent of the total population. According to the state employment service, non-whites get ten per cent of the job referrals. A recent spot check of a group of companies known to have experience in the employment of Negroes in-

icated they are 90 per cent in skilled and semi-skilled jobs. This is remarkable, since at the start of the war the Negro population in the area was only 80,000 and the 275% increase came mainly from rural areas in the South where city skills are rare.

Business groups, working with school authorities, are emphasizing the need for proper preparation and qualification for the jobs sought and Negroes are beginning to get clerical jobs in several fields, including communications and public utilities because they have made adequate preparation for them. In San Francisco jobs have been opened in transportation for the first time. Good community public relations, education and understanding are doing in a voluntary way, what the policeman's club cannot accomplish.

On his last visit to California, in the spring of 1949, Lester Granger of the National Urban League stated in a newspaper interview that "California has made tremendous strides in the last 10 years in improving relations among its various racial and religious groups". The factor responsible, in his opinion, was a program of economic education and vocational counseling.

Discrimination as to race, creed and color is fading out of the California picture, because Californians are voluntarily meeting the problem on the basis of individuals rather than groups. They want no part of the ancient European fallacy that free men are incapable of managing their own affairs but must have a group of cynical professionals to be their social and economic guardians. More and more employers are approaching their hiring on the basis of merit; job preparation, skill, experience, productivity, general conduct. These are the true tools of personnel administrators. And this approach breeds tolerance and understanding.

Once again to quote Schuyler: "Considering all the factors involved, the facts of human nature and the brief span of years since most Negroes were property . . . Americans should be proud that their free system has been capable of such elasticity and that this nation has moved so close to solving so difficult a problem".

About the Authors

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Randolph Van Nostrand worked his way through the University of California as a newspaper reporter. After some time in advertising and publicity work he became Director of Public Relations for the Merchants and Manufacturers Association. As a consultant to the War Manpower Commission he was a member of the Minorities Problems Committee.

What Management Is Reading

By Eileen Ahern

A recent issue of *Business Week* contains an editorial titled "Businessmen Read." Commenting on a survey of reading habits of executives, made by the Research Institute of America and published in the January nineteenth issue of the *Saturday Review of Literature*, *Business Week* says: "The literary world has finally discovered that the Model T tycoon who read nothing but cost sheets and sales reports is obsolete. According to the new picture painted for the *Saturday Review* by the Research Institute of America, the businessman of 1952 reads more books than the average, covers a wider range of subjects."

The entire section of this issue of the *Saturday Review* which is titled THE BUSINESSMAN IN AMERICA was planned and edited by the RIA. Leo Cherne, RIA's Executive Secretary, writes at length on *The Writer and the Entrepreneur*, Lewis Galantieri tries to answer *Just What Is America?* and Elmo Roper writes on *The Changing Face of Business*. It is an issue well worth having on hand for some time.

RIA asked 15,000 corporation officers and executives how many books they read a year. Fifty-five per cent reported they read more than 10 books a year, 19 per cent read over 25 books. Top man in the poll was a Minnesota baking company official who reads 300 books in 365 days.

What do they read? RIA found that the tastes of the American executive encompass almost as broad a range of interests as there are books published. The twenty-five leading titles in the RIA poll include 3

sea stories, 6 best seller novels, 9 books about public personages and policies, one "self-help" book and one book on business. Some examples:

Kon Tiki, by Thor Heyerdahl
The Forrestal Diaries, edited by Walter Millis
The Sea Around Us, by Rachel Carson
Closing The Ring, by Winston Churchill
A Foreign Policy for Americans by Senator Robert A. Taft
What's Ahead For American Business, by Sumner Slichter
Strange Lands and Friendly People, by William O. Douglas
How I Made The Sale That Did The Mess For Me, by J. N. Hickerson

STILL FAR TO GO

Obviously, today's businessman is a reader, compared with his predecessors. But *Business Week* points out that he still seems to fall short of the Harvard ideal. The *Saturday Review* asked Professor Sumner Slichter, Lamont University Professor at Harvard, to draw up a list of books published during the past year which businessmen would find useful. As *Business Week* observes, printed side by side the two lists have virtually nothing in common. (The *Saturday Review* calls Professor Slichter one of the best informed men on economic problems in the United States. Businessmen apparently agree, for Slichter's *What's Ahead For American Business* is the only book on business that the executives polled by RIA reported reading this year.)

Dr. Slichter's list contains 15 titles, each one succinctly annotated. It is a highly specialized list of which the following examples are typical:

Inflation In The United States, 1940-48, by L. V. Chandler (Harper & Bros.)

Managerial Economics, by Joel Dean (Prentice-Hall)

The Corporation Income Tax, by Richard Goode (John Wiley & Sons)

Russia's Soviet Economy, by Harry Schwartz (Prentice-Hall)

Business Week says: "We like this list and wish that Dr. Slichter's titles had been read more. To work through a systematic discussion of economics and finance has great value. We hope that businessmen will continue to read widely as well as deeply, that business writers will work for lucidity and force. Then fun and duty reading will come closer."

RIA's RECOMMENDATIONS

Businessmen may read, but unless the 15,000 executives polled by RIA felt they should refrain from reporting their professional and specialized reading, they aren't reading enough of what they need. No doubt a wide range of titles was reported in the survey, but the 25 leading titles represent a limited scope and closely parallel the fiction and non-fiction best seller lists.

RIA reports: "Government and science, public relations, cold war tensions, labor unions, changing mores and morals, long-range economic trends, shifting patterns of public taste and attitudes, all crowd around the desk of the present-day manager testing his knowledge, demanding his decision. Ideas come from books, and in the swift competition of contemporary business ideas must come before policy or action. To read is an act of self-defense as well as a means of recreation and inspiration."

So RIA makes up its own list of recommended reading for executives. It is an excellent list, and judiciously annotated. It covers selections, classified into the following groups, each of which is preceded by pertinent commentary by a member of RIA's staff: 1. *Mobilizing Industry*, 2. *Paying for Security*, 3. *Inflation*, 4. *Business*

in '52, 5. *Business and Society*, 6. *Making Executive Decisions*, 7. *Employee Relations*. The whole list is well worth getting hold of, for personnel executives, like others, need to read broadly. Here we restrict ourselves, however, to reporting books that help to get the day-in day-out personnel job done. We were interested, therefore, to compare RIA's list with the books PERSONNEL JOURNAL selected for review during the past year. RIA's list included the following, all of which have been reviewed here, as well as others which will not be named because of space limitations:

Manpower Resources and Utilization: Principles of Work Force Analysis, by A. J. Jaffe and Charles D. Stewart (John Wiley & Sons)

Twentieth Century Economic Thought, edited by Glenn E. Hoover (Philosophical Library)

The Technique of Executive Control, by Edwin Haskell Schell (McGraw-Hill)

Roads to Agreement, by Stuart Chase (Harper & Bros.)

Readings in Personnel Administration, by Paul Pigors and Charles A. Myers (McGraw-Hill)

Communication Within Industry: Principles and Methods of Management-Employee Interchange, by Raymond W. Peters (Harper & Bros.)

Bonds of Organization, by E. Wight Bakke (Harper & Bros.)

Industry's Unfinished Business: Achieving Sound Industrial Relations and Fair Employment, by Sara E. Southall (Harper & Bros.)

Psychology of Personnel in Business and Industry, by Roger M. Bellows (Prentice-Hall)

PERSONNEL JOURNAL'S SELECTIONS

RIA's list of books that personnel executives would be especially interested in includes other titles, of course. Of the approximately 60 books reviewed in PERSONNEL JOURNAL last year we would like to call special attention to the following:

Collective Bargaining, by Neil W. Chamberlain (McGraw-Hill)

Employee Benefit Plans In Operation, by Jay V. Strong, (Bureau of National Affairs, Washington, D. C.)

Human Relations In Modern Industry, by R. F. Tredgold (International Universities Press)

Industrial Sociology, by Delbert C. Miller and William H. Form (Harper & Bros.)

New Ways To Better Meetings, by Bert and Frances Strauss (Viking Press)

Personnel Administration: A Point Of View And A Method, by Paul Pigors and Charles A. Myers (McGraw-Hill)

Structure and Leadership: Leadership and Democratic Action, edited by Alvin W. Gouldner (Harper & Bros.)

Incidentally, three of the 15 books recommended in the *Saturday Review* by Dr. Slichter are of direct interest to personnel executives and are scheduled for review in an early issue of PERSONNEL JOURNAL:

Industrial Productivity, edited by L. Reed Tripp (Industrial Relations Research Association, Madison, Wisconsin)

Psychological Analysis of Economic Behavior, by George Katona (McGraw-Hill)

Pattern For Industrial Peace, by William F. Whyte (Harper & Bros.)

Top-Management Organization And Control, by Paul E. Holden (Stanford University Press)

Organization And Management In Industry And Business, by William B. Cornell (The Ronald Press)

Executive Ability: Its Discovery And Development, by Glen U. Cleeton and Charles W. Mason (The Antioch Press)

The Technique of Executive Control, by Erwin Haskell Schell (McGraw-Hill)

Rebuilding The Sales Staff: Practical Techniques For The Selection And Training Of Salesmen, by Saul Poliak (McGraw-Hill)

Office Management: A Handbook, edited by Coleman L. Maze (The Ronald Press)

The Sales Manager's Handbook, edited by John Cameron Aspley (The Dartnell Corp.)

The Supervision of Personnel: Human Relations In The Management Of Men, by John M. Pliffner (Prentice-Hall)

AMA'S REPORT ON EXECUTIVES' CHOICES

Every year the American Management Association adds approximately 600 new business and economic books to its management library, weeding out the obsolete and superseded volumes to help make room for the additions. The result is one of the world's best selective libraries of publications in this field.

A fair measure of management's current reading interests is shown by AMA library circulation figures, and from these we see that at least some executives are going beyond the best-sellers. (AMA's library of course is available only to AMA members.) Latest tabulation by the library staff indicates that the reading habits of business executives are just as practical and utilitarian today as they were more than two years ago when the previous tabulation was reported by AMA. AMA's library record does not contradict RIA's extensive tapping of the reading habits of 15,000 executives, for the number of borrowers is not reported by AMA. Here, however, are the ten top favorites, on the basis of borrowings from AMA by members over the past year:

The Functions Of The Executive, by Chester I. Barnard (Harvard University Press)

Training Employees And Managers For Production And Teamwork, by Earl G. Planty, William S. McCord and Carlos A. Efferson (The Ronald Press)

Most of these books are hardy perennials of the how-to-do-it class which have appeared in previous lists compiled by AMA's library. There are some revised editions, but only one is a new publication of 1951: Pliffner's *The Supervision of Personnel*. This was reviewed in the February 1952 issue of PERSONNEL JOURNAL. Dr. Pliffner's book reflects the need for broad reading by personnel executives. It draws heavily on the findings of industrial sociology, social psychology, and applied anthropology. Its immediate popularity, as reflected in AMA's tabulation of current reading interests, is doubtless sparked by management's increasing awareness of the contribution the social sciences can make to personnel administration and labor relations.

EVALUATION

Scanning RIA's list of recommended books, most of them recently published, one is struck by the problem of how any executive can evaluate and select his current reading. PERSONNEL JOURNAL has been trying to meet this problem by publishing every month, the feature *In Perspective* which lists about ten books a month, giving the names and dates of the periodicals in which reviews have appeared, and the names of the reviewers. Readers report that this guide has been very helpful.

In Perspective...

THE ART OF ADMINISTRATION. By Ordway Tead. New York: McGraw-Hill. 1951.

Reviewed by Harry A. Bullis in *Management Review*, July 1951

Reviewed by Albert H. Aronson in *Factory Management and Maintenance*, July 1951

Reviewed in Ben F. McClancy in *Supervision*, August 1951

Reviewed by Ralph C. Davis in *Advanced Management*, October 1951

Reviewed by James L. McCary in the *Annals of the American Academy of Political and Social Science*, November 1951

THE AMA HANDBOOK OF WAGE AND SALARY ADMINISTRATION. Edited by M. Joseph Dooher and Vivienne Marquis. New York: American Management Association. 1950.

Reviewed by H. E. Boyd in *Personnel Administration*, May 1951

Reviewed by William Gomberg in *Journal of Applied Psychology*, August 1951

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, December 1950

Reviewed in *Modern Industry*, February 15, 1951

Reviewed in *American Machinist*, April 2, 1951

Reviewed in *Factory Management and Maintenance*, February 1951

Reviewed in *Supervision*, February 1951

BETTER FOREMANSHIP: KEY TO PROFITABLE MANAGEMENT. By Rexford Hersey. New York: Conover-Mast Publications. 1951.

Reviewed by Jack Wolff in *PERSONNEL JOURNAL*, February 1952

Reviewed in *Factory Management and Maintenance*, August 1951

Reviewed in *Modern Industry*, June 15, 1951

CAPITALISM. By David McCord Wright. New York: McGraw-Hill. 1951

Reviewed by Paul M. Sweezy in the *Annals of the American Academy of Political and Social Science*, May 1951

Reviewed by James S. Earley in the *Journal of Political Economy*, December 1951

THE EXECUTIVE AT WORK. By Melvin T. Copeland. Cambridge, Mass.: Harvard University Press. 1951

Reviewed by Richard Webster in *Printers Ink*, September 28, 1951

Reviewed in *Modern Industry*, October 1951

Reviewed in *American Business*, November 1951

- EFFECT OF TAXATION ON EXECUTIVES. By Thomas H. Sanders. Boston: Harvard Business School. 1951
Reviewed by Leo Fishman in the *Annals of the American Academy of Political and Social Science*, November 1951
Reviewed in *Columbia Law Review*, November 1951
Reviewed in *Modern Industry*, September 1951
- DEVELOPING MEN FOR CONTROLLERSHIP. By T. F. Bradshaw. Boston: Harvard Business School. 1950
Reviewed by Ross G. Walker in *Harvard Business Review*, September 1950
Reviewed by Oswald Nielsen in the *Journal of Business*, October 1951
- HOW TO PICK LEADERS. By G. L. Freeman and E. K. Taylor. New York: Funk and Wagnalls. 1950
Reviewed by L. Dale Faunce in *Occupations*, May 1951
Reviewed in *Modern Industry*, July 15, 1950
Reviewed in *American Business*, August 1950
Reviewed by Chester E. Evans in *Personnel Psychology*, Autumn 1950
Reviewed by Fred Miller in *Personnel Administration*, November 1950
- INDUSTRIAL RELATIONS YEARBOOK, 1951 Edition. Chicago: The Dartnell Corp. 1951.
Reviewed in *American Business*, March 1951
Reviewed in *Trained Men*, Vol. 2, 1951
- STEELTOWN. By Charles R. Walker. New York: Harper & Brothers. 1950
Reviewed by John A. Fitch in *Survey*, April 1951
Reviewed by Richard Conrad in the *American Sociological Review*, October 1950
- STUDIES IN LEADERSHIP: Leadership and Democratic Action. Edited by Alvin W. Gouldner. New York: Harper & Brothers. 1950
Reviewed by F. F. Bradshaw in *PERSONNEL JOURNAL*, January 1952
Reviewed by Ewan Clague in the *Monthly Labor Review*, February 1951
Reviewed by Fillmore H. Sanford in *Public Opinion Quarterly*, Summer 1951
Reviewed by Lyford P. Edwards in the *American Sociological Review*, June 1951
Reviewed by William Kernhauser in the *American Journal of Sociology*, September 1951
Reviewed by Maurice Lou in *Personnel Administration*, July 1951
- WHAT'S AHEAD FOR AMERICAN BUSINESS. By Sumner H. Slichter. New York: Little, Brown and Co. 1951.
Reviewed by John Perry Miller in the *Yale Review*, Autumn, 1951.
Reviewed in *Modern Industry*, May 15, 1951.

Personnel Research

Part-Time Employment for the Older Worker. By Jeannette E. Stanton, The Ohio State University. *Journal of Applied Psychology*, Vol. 35, No. 6, December 1951, 418-421.

Various studies have called attention to the large and increasing proportion of older people in this country. Many businesses are searching for additional workers, and the older age groups are an important possible source. When full-time work is readily available it becomes increasingly difficult to find people for extra work. This study suggests that older people who might not be employed regularly for such work may well be considered for part-time employment.

The group studied were 3000 extra workers in a large department store. About 15% of these workers were over 45 when they were first hired and a few were over 65 years of age. It was possible to evaluate these older workers in comparison with the younger. Since it cost about fifty dollars to train a new worker, the length of time a worker is available is an important criterion for judging his worth to the company. It was found that the older the worker the longer he was available. For example, extra saleswomen 30 years old or younger were available an average of 103 work days as compared with an average of 412 days for those over 60.

Wage increases, which were given on the basis of merit, were obtained more often by older workers than by the younger. This study should encourage firms to try employing older people for part-time work when the mounting defense effort makes it increasingly difficult to secure younger workers for extra work.

Limitations of the Bernreuter Personality Inventory in Selection of Supervisors. By Charles P. Sparks, Richardson, Bellows, Henry & Co. *Journal of Applied Psychology*, Vol. 35, No. 6, December 1951, 403-406.

The Bernreuter Personality Inventory was one of a group of tests given to about 400 foremen in a large oil refinery. This test was included because personality factors are often mentioned as contributing to the success or failure of a foreman.

Scores from the keys for self-confidence and sociability did not correlate significantly with a criterion derived from rankings of superior supervisors. The foremen did seem to be different from the norms group of Bernreuter and from another non-supervisory group, but the keys did not differentiate between good and poor foremen.

An item-analysis did show 13 items which differentiated good from poor foremen with statistical significance, but when these items were inspected they showed no coherent pattern. The reliability of a scale based on these items was too low to encourage further work along this line.

Some of the other tests in the battery did discriminate between good and poor foremen, and on the basis of this study the Bernreuter Inventory was not recommended for selection of foremen at this refinery. The suitability of this inventory in a situation of this kind may well be questioned. The respondent can usually determine what he believes to be the correct response to make and fake his answers accordingly.

Some Aspects of an Industrial Mental Hygiene Program. By Arthur Weider, University of

Louisville School of Medicine. *Journal of Applied Psychology*, Vol. 35, No. 6, December 1951, 383-385.

As part of the industrial mental hygiene program at the Caterpillar Tractor Company, four pre-employment psychological tests were given: the Wonderlic Personnel Test, the Bennett Test of Mechanical Comprehension, the Cornell Word Form and the Cornell Index. This report discusses the validation of the testing program. There was 65 per cent agreement between test "profiles" and subsequent *poor* job performance, while there was 77 per cent agreement between test "profiles" and later *good* performance. The combined scores from the Wonderlic and the Bennett tests gave better predictions of success than a combined score from the two personality tests.

The second part of the report evaluates the employee counselling that was done. Duration of employment was used as the criterion for judging the success of the counselling. A group of 41 employees who were considered successfully counseled remained with the company an average of 11 months. Those considered unsuccessfully counseled stayed 3.3 months on the average, and a control group which was not counseled stayed with the company 2.4 months on the average. The author concludes that the reduction in labor turnover justified the continuance of the employee counselling.

Group Size and Leaderless Discussions. By Bernard M. Bass and Fay-Tyler M. Norton, Louisiana State University. *Journal of Applied Psychology*, Vol. 35, No. 6, December 1951, 397-400.

The leaderless group discussion is one method of rating candidates for leadership positions. Trained observers make judgments of each discussion participant but do

not take part in the discussion themselves. If this method is to be used in industry it will need to be capable of operation with groups varying in size.

A group of 120 college students drawn from courses in psychology were studied in groups of various sizes. The topics for discussion were drawn from the course work. It was found that the opportunity to adopt leadership functions in a group decreases directly with the number of members in that group. Groups of six seemed to be the best size from the point of view of most of the factors studied. Suggestions are made for modifying the ratings, if larger or smaller groups are used.

Ratings of Salespersons by Male Customers. By Howard W. Townsend, The University of Texas. *Journal of Applied Psychology*, Vol. 35, No. 6, December 1951, 422-423.

A group of 100 men students at the University of Texas were asked to reply to these two questions:

- "1. What *one thing* impresses you most *favorably* about a salesperson's speech and deportment?
2. What *one thing* impresses you most *unfavorably* about a salesperson's speech and deportment?"

The author recognizes the limitations of this study but hopes that others will go ahead in this field. The replies were classified under ten headings. He considers the findings neither surprising nor unexpected, and he summarizes as follows: "First, the majority of men customers like most of all in a salesperson the qualities: friendliness, courteous manner, and helpfulness; and secondly, the majority of men customers dislike most of all high pressure salesmanship and the "gushy," over-helpful salesperson."

Across the Editor's Desk

Personnel Associations

THE AMERICAN ASSOCIATION OF INDUSTRIAL EDITORS held its 15th annual convention in Cincinnati on March 26, 27 and 28. Opening day of the convention was devoted entirely to the problems of external editors, the second day to programs of interest to external and internal editors alike, the third day to problems of internal editors. Among the speakers at the convention was M. M. Olander, Director of Industrial Relations at Owens-Illinois Glass Co. Featured at the three-day sessions held in Cincinnati's Netherland-Plaza Hotel were the AAIE Workshop and a series of talks by editors on "How We Did It."

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of California, SAM, Industrial Safety Society, Training Association and Merchants & Manufacturers Association were co-sponsors of the second session of the Trainers' Institute which opened February 25 on the Los Angeles City College campus. The two-week instructional course, patterned after the first successful program last September, is designed to give business and industrial representatives practical information on the mechanics of establishing and operating employee on-the-job training activities.

In conjunction with the re-election of the 1951 officers for the 1952 term, PIRA has installed four new *Directors*: Hattie-Lee Gorman of Bullock's, John D. McLean of Citizens National Bank, Frank J. Glasgow of Safeway Stores, Inc., and John N. Stewart of North American Aviation, Inc. Re-elected *President* was Lawrence T. Cooper, Pacific Telephone & Telegraph Co.; *Vice-President*, Bonar Dyer, Walt Disney Productions; *Secretary*, Raymond A. Anderson, Van

de Kamp; *Treasurer*, E. R. Paul, General Petroleum Corp.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION met on February 19 to hear "The Establishment and Maintenance of a Leadership Program" described by J. W. Quigg, Manager of Supervisory Training at Air Reduction Company, New York. Mr. Quigg told the Association how he conducts his conference leadership type of session, which company officials call the most productive program they have ever had. The 27th Pacific Coast Management Conference conducted by CPMA will be held at the Hotel Claremont in Berkeley on April 15 and 16, the theme "Personnel Management Under Today's Conditions." Special feature of the Spring meeting will be an enlarged Personnel Workshop Exhibit under the direction of D. C. Patrick. The Association's traditional personnel exhibit will be many times larger this time with all new material.

THE MERCHANTS AND MANUFACTURERS ASSOCIATION of Los Angeles in its 56th Annual Report for 1951, with illustrations, highlights the year's activities including two "firsts" initiated during that time, a Management Development Program and the Trainers' Institute.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION on February 18 heard a panel discussion on the question, "Are Personnel Managers Necessities or Luxuries?" A frank, critical analysis of the work of personnel people was presented by a panel including H. Russell Burbank, President of Rockwood & Company, C. F. (Ben) Mug-

ridge, Labor Relations and Management Consultant of Dodge & Mugridge, David Mack, Director of Personnel at Warner Hudnut, Inc., and E. H. van Delden, Professor of Industrial Relations at the Graduate School of Industrial Relations of New York University. Moderator for the evening was Edward J. Walsh, Director of Personnel Administration at General Foods Corp.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION unanimously elected Roy Lund, Personnel Supervisor for B. C. Electric Railway Company, *President* of the Association for 1952. Serving as *Vice-Presidents* are: for Oregon, Bob Hirstel of Lipman, Wolfe; for Western Washington, Louis T. Matter of Puget Sound Power & Light Co.; for Eastern Washington, Idaho and Montana, William A. Greene of Potlatch Forests, Inc.; for British Columbia, Don Miller of Canadian Fishing Co. Re-elected as *Secretary-Treasurer* is W. C. Luders of Portland Gas & Coke Co. Members named *Directors* are Herb Giles of Alcoa for Oregon, Bill Wren of Sears, Roebuck & Co. for Western Washington, J. L. Stirn of Washington Water Power for Eastern Washington, Idaho and Montana, and K. R. Martin of B. C. Hospital Insurance Service for British Columbia.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO held a meeting on February 14 at which Dr. J. C. Denton, Psychologist at Procter & Gamble, Cincinnati, spoke on "Selection Research at Procter & Gamble." Dr. Denton, who is in charge of the Psychological Research and Selection at P&G, one of the pioneers in the psychological testing fields in industry, discussed phases of their testing program. He devoted considerable time to a discussion of the tests used in the selection of field salesmen. V. J. Bentz, Psychologist, National Personnel at Sears, Roebuck & Co., and P. S. Shurrager, Chairman of the Department of Psychology and Education at Illinois Institute of Tech-

nology, were co-chairmen for the meeting.

The Association's February 5 meeting on Industry and Later Maturity was titled "Administrative Problems of Selective Retirement." The third session on the problems of older workers and retirement, the meeting was devoted to an examination of the administrative problems which may arise under a selective or functional retirement policy, with actual and proposed solutions to these problems. Discussion Leader was James O'Brien, Research Consultant at Inland Steel Company, while panel members included William B. Connell, Chief of Disability Determination, Railroad Retirement Board; Paul F. Gorby, Manager of Central Personnel Services, Marshall Field & Co.; and Harry Becker, Associate Director, Commission on Financing of Hospital Care (on leave, U.A.W., C.I.O.).

THE HOUSE MAGAZINE INSTITUTE members at the February 14 meeting were given an expert's view of an important phase of their jobs, "Industrial Publicity and the Company Magazine," by Howard Stevenson, President of Community Relations, Inc. Mr. Stevenson, formerly with Hill & Knowlton, has this year been devoting full time to his own public relations counseling service. For several years he has been giving courses on Industrial Publicity at New York University and is at present preparing a book on the subject to be published by McGraw-Hill.

THE SOUTHERN CALIFORNIA INDUSTRIAL EDITORS' ASSOCIATION announces 1952 officers as follows: *President*, Bill Levering, Times-Mirror Company; *1st Vice-President*, Bill Cole, O'Keefe & Merritt; *2nd Vice-President*, Harry Coulter, Automobile Club; *Secretary* (re-elected), Helen Olsen, Pacific Mutual Life Insurance Co.; *Treasurer*, John Kieldrup, Knudson Creamery.

THE CALIFORNIA TRAINING DIRECTORS'

ASSOCIATION presented as its February 13 speaker Andrew G. Boss, S.J., Assistant Director of the Labor-Management School at the University of San Francisco, who spoke on "The Missing Link in Human Relations." During the Workshop on Human Relations at the First Western Regional Conference last October Father Boss succeeded in drawing some conclusions and summarizing the Workshop in a manner that won the accord of all present, with the result that he was invited to talk to the Association about some of the important elements in human relations which training people have been overlooking. Mrs. Margaret Tiffany, Coordinator, Distributive Education, Oakland Public Schools, served as chairman of the meeting. The 8-minute feature sketch was given by Jim Reilly, Assistant in Industrial Relations for Kaiser Services, his topic being "A Production Trainee's Program."

THE PERSONNEL ASSOCIATION OF SAN DIEGO met on February 13 to hear a panel discussion on the application of psychology and psychiatry in personnel administration. The role of the psychologist in industry and his relation to the industrial psychiatrist was covered by Irving Stone, Senior Clinical Psychologist for the State Mental Hygiene Clinic. Dr. Carl Lengyel, San Diego County Psychiatrist, spoke of the psychiatrist's function in industry, and Dr. Lauren Connor, Veterans Administration Psychiatrist, told of some everyday psychiatric problems that have a direct influence on industry, including examples of how these cases can be successfully utilized on jobs. Chairman of the Day was Sidney Sandburg, Coordinator, San Diego Guidance Center.

THE PERSONNEL MANAGERS CLUB of the Boston Chamber of Commerce, meeting on February 12 at the University Club, heard Robert I. Peel, Professor of Personnel Management and Director of Personnel Re-

search at Boston University, speak on "Testing as an Aid to Selection and Placement." Mr. Peel, who has served as a consultant to many business firms on testing procedures, was assisted by a discussion panel including Arnold Judson of Polaroid Company, Mortimer Mirantz of First National Stores, Stanley Rawstron of First National Bank, Helen Sampson of New England Telephone & Telegraph Co., Orin Van Rye of New England Electric System, and Edward J. Weafer of H. P. Hood and Sons.

Because of Edward H. Turner's transfer to the Pittsburgh office of Liberty Mutual Insurance Company and consequent resignation as *President* of the Club, the Executive Committee announces the following replacements: *President*, Verner O. Nelson of Spaulding-Moss Co.; *Vice-President*, Wayne E. Keith of New England Telephone & Telegraph Co. Geoffrey C. Beckingham of Hardware Mutuals becomes a new member on the Executive Committee.

THE INDUSTRIAL EDITORS ASSOCIATION OF CHICAGO with the Medill School of Journalism at Northwestern University sponsored the eighth annual meeting of the Midwest Editors Institute, held February 6, 7 and 8 on Northwestern's Chicago campus. This year's program, "Communications for Better Human Relations," was designed to show the editor in a practical way how he can fit into the overall communications program of his company, as well as instruct him in effective editorial techniques, reported Institute Chairman Bernard Seltzer of The Dartnell Corp. The three days each featured a special topic with the first covering "Photography, Design and Layout," the second "Human Relations in Communications," and the third "The Editor and His Publication." Second day sessions presented a panel discussing management's viewpoint which included Jim Worthy, Employee Relations Manager of Sears, Roebuck & Co., Russell

Creviston, Director of Public Relations at Crane Company, and Kenneth Piper, Human Relations Directors of Motorola, Inc. Moderator was John A. Patton, Management Engineer. The worker's viewpoint was presented separately by George C. Prouty, Employee Relations Manager of Munsingwear, Inc., formerly general organizer and district representative of the AFL.

THE AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION names the following officers and board members for 1951-52: *President*, Leonard J. Smith, Assistant to the President, Lightolier, Inc.; *1st Vice-President*, Russell L. Moberly, Director of Industrial Management Institutes, University of Wisconsin; *2nd Vice-President*, Roger Elrod, Personnel Director of L. A. Young Spring & Wire Corp.; *Secretary*, Mary E. Hopkins, Personnel Director of Ajax Iron Works; *Treasurer*, Harry H. Willett, Personnel Director of Cleveland Cap & Screw Company.

Elected to serve a three-year term on the Board of Directors were: Richard Cribbs, Personnel Director of Post Cereals,

Div. of General Foods; Walter V. Ronner, Director of Industrial Relations, Lewyt Corp.; C. L. Eldridge, Director of Industrial Relations, Stokely-Van Camp, Inc.; Herbert F. Graper, Personnel Manager, Dun & Bradstreet; Paul E. Hensel, Personnel Director, Central Soya Company; William C. Ludders, Assistant Personnel Director, Portland Gas & Oil Company. Leroy Klopp, Personnel Manager of Metropolitan Edison Company, was elected to serve Mr. Moberly's unexpired one-year term.

THE MONTREAL PERSONNEL ASSOCIATION held a dinner meeting on February 25th to hear Mr. Roger Prevost, President of the Quebec Federation of Labour speak on the subject, "Co-Management and Profit Sharing." Mr. Prevost is one of the foremost labor leaders in the Province of Quebec. The Secretary-Treasurer of the Association, L. A. Lacroix, reported the nominations of seven new members. The President of the Association for the current year is A. M. Mackenzie of The Bell Telephone Company of Canada.

With the Colleges

THE UNIVERSITY OF WISCONSIN Industrial Management Institutes included in their program for February the following Supervisory Institutes: "Human Relations," February 4-8 and February 25-29, "Advanced Supervision," February 18-22. Conferences in the Personnel Managers Series featured "Management Development, an Important Function of the Personnel Department" by James C. Worthy, Personnel Department, Sears, Roebuck & Co., February 21; in the Training Managers Series, "Making a Human Relations Program Work" by A. C. Croft, President, National Foremen's Institute, February 27.

THE UNIVERSITY OF SAN FRANCISCO Labor-Management School is holding its 1952 Spring Session Tuesday evenings, Feb-

ruary 19 to April 8. The two-hour class on "Human Relations in Industry" is being conducted by Andrew C. Boss, S.J. The courses, held at the University of San Francisco campus, do not carry college credits but a Certificate of Completion is awarded to those who fulfill the requirements. No tuition fees are charged.

THE WAYNE UNIVERSITY, Detroit, Personnel Research Center in its *Industrial Training Abstracts*, Vol. 5, No. 3, for Fall 1951 includes 68 abstracts on: Worker Training (7), Foremen and Supervisory Training (8), Training Methods and Evaluation (14), Training Relations (7), Special Subjects Training (12), Related Personnel Methods (20). PERSONNEL JOURNAL is listed in the

back of the book among the 35 journals regularly abstracted. The publication, issued quarterly, is 75¢ per copy.

THE NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS AT CORNELL UNIVERSITY Library has included in its *Abstracts and Annotations* dated December 1951 two articles from PERSONNEL JOURNAL. One, listed under Merit Rating, is "Employee Progress Report Plan: Part II," Washington Gas Light Company, which appeared in the December 1951 issue of PERSONNEL JOURNAL. The other, listed under Executive Development, is "Executive Development—The Personnel Man's Challenge," by Morris I. Pickus, which appeared in the same issue.

THE UNIVERSITY OF WISCONSIN Industrial Relations Center has issued a 184-page mimeographed book on *Problems of Older Workers* containing the proceedings of a conference held in June 1951 at the University on this subject. Participating in the program were university professors, research workers, and practical operating people from both industry and labor, among them Thomas Swain, Personnel Manager of Harnischfeger Corporation, and Arthur Nielsen, Training Director of Wisconsin Electric Power Company. The table of contents lists "Employability of Older Workers," "Experiences with Older Workers," "The Pros and Cons of Compulsory Retirement," "Adjustment to Retirement" and "America Grows Older—Meeting the Problem" as some of the topics covered.

THE UNIVERSITY OF MINNESOTA, through the facilities of its Industrial Relations Center and the Center for Continuation Study, conducted the Fourth Annual Industrial Relations Center Labor Conference February 13 and 14 on the Minneapolis campus. This year's conference was designed to assist union leaders in performing two specific aspects of their jobs: negotiating

effectively and getting membership participation in union programs. The conference was arranged by the Industrial Relations Center staff with the active cooperation and assistance of the following labor groups: Hennepin County Industrial Union Council, Minneapolis Central Labor Union, Minnesota State Industrial Union Council, Minnesota State Federation of Labor, Ramsey County Industrial Council, and St. Paul Trades and Labor Assembly.

UNIVERSITY OF CALIFORNIA, Institute of Industrial Relations, in its Reprint No. 36 covers the subject of *Trade Union Structure and Private Pension Plans* by William Goldner, reprinted from *Industrial and Labor Relations Review*, October 1951. The 12-page booklet discusses the reasons for the shift in pension plan stimulus from employer to union. Complimentary copies of the reprint are obtainable from the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, Calif. Additional copies may be had for 20¢ each.

A pamphlet by the same author entitled *Strikes* has also been recently published by the Institute. This pamphlet presents an overview of the work stoppage, the most dramatic form of labor-management action, and covers such aspects as the public attitude toward strikes, their incidence and cost, the conduct of strikes under collective bargaining, and relevant federal legislation. The pamphlet is pocket size with sturdy cover and readable type. It is priced at 25¢ per copy, 20¢ for 10-99 copies, 15¢ for 100 or more.

THE CORNELL UNIVERSITY School of Industrial and Labor Relations has announced the second of a new series of long-term educational programs within industry. Under the Cornell project approximately 150 managerial personnel at the Sanderson-Halcomb Works of Crucible Steel Company of America in Syracuse, N. Y., will participate in a 15-weeks educational program in "Human Problems of Supervision." The

program will provide participants with an opportunity to analyze and discuss the problems of developing effective employee-supervisor relationships. Sessions, conducted by members of the Cornell school's faculty, will be held in the plant. Eight supervisory groups will each meet for two hours every week. Research on the effectiveness of this program, to determine further needs for supervisory development in the plant, will be conducted at the same time.

Early sessions of the Crucible Steel

program will be devoted to development of an understanding of individual personality, attitudes and motivations, and discussion of problems of relationships among individuals and among small work groups within large industrial organizations. Later sessions will center on discussion of specific problems such as getting cooperation for increased productivity, developing good work habits, handling grievances, developing good relationships with union leaders, and community relations.

New Publications

SOCONY-VACUUM OIL COMPANY, 26 Broadway, New York 4, noting our editorial reference to Preparation for Retirement in the January issue of PERSONNEL JOURNAL, forwarded a survey they made in 1949 which they felt might still have interest to those just considering the subject. *Survey of Pre-Retirement Practices*, prepared by the Employee Service Section of the company's Industrial Relations Department, covers such subjects as the labor force in relation to national production, compulsory retirement, industrial practices in preparing older workers for retirement, and employees' financial, emotional and physical preparation for retirement. It has a bibliography of 12 books, 30 periodicals and 9 pamphlets, plus a series of Budget Estimate Sheets listing items of expense for the worker. The 24-page mimeographed booklet, sized 8½ x 11½, was received through William S. Wilcox of Employee Services at Socony-Vacuum.

More recently the company has produced two smaller printed booklets pertaining to the Savings Plan that it adopted for its employees last September. One describes the plan in detail, the other is an employee handbook, "Information for You about the Employees Savings Plan," which was distributed when the plan was introduced. The plan resulted from a different philosophy toward the problem of individual retirement from that which is commonly held in industry today—in brief, that it is

the responsibility of the individual to take care of himself and the economic side of his retirement.

QUOTES ENDING selected for its January issue the topic, "The Center Spread; Don't Abuse It—Use It!" During the course of the research necessary to produce the issue, *Quotes Ending* says it found that only about 40% of the company publications scanned contained any special treatment of the center spread and deplors this seeming neglect of an effective element in any publication. With case histories *Quotes Ending* goes on to discuss about 10 kinds of center spread treatment, starting with the simple and progressing to the complex, from "all text" to "spectacular." *Quotes Ending* is published by Robert D. Breth, 1728 Cherry Street, Philadelphia 3, for the American Association of Industrial Editors.

THE COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK, Inc., 233 Broadway, New York 7, is making available a 20-page pamphlet entitled *Compulsory Union Membership and Public Policy* by James R. Morris of the University of Illinois in Chicago. Reprinted by permission from *The Southern Economic Journal* at Chapel Hill, N. C., the pamphlet sets forth both union contentions and employer contentions concerning the problem of the closed shop. Single copies are free, extra copies running from \$6 for 100 to \$3,000 for 100,000.

SITUATIONS WANTED

PERSONNEL ASSISTANT: BS AND BA Degree Major in Personnel Administration. Presently employed as office manager. Desire to get into Personnel work. Age 31. Veteran. Married. Resume on request. Reply Box 154.

PERSONNEL: Young man, June 1950 graduate, 2 years business experience, presently employed, desires job offering opportunity in personnel or related field. Would consider any location. Reply Box 164.

PERSONNEL ASSISTANT: Presently employed—2 years experience in interviewing, placement, recruiting, employee relations, and some testing. BA in Economics with 1 year graduate study in labor and personnel. Vet. age 32, married, 2 children. Will relocate. Desire an opportunity to grow and advance. Resume on request. Reply Box 165.

PERSONNEL DIRECTOR: Sound training, plus six years of executive Personnel Administration experience. Successful record of achievement in employment, personnel, safety, training and union relations in plants of 500 to 3000. Age 34, married, degree. Resume at your request. Reply Box 160.

PERSONNEL WORK: M.A. in Personnel Administration, 5 years experience in labor relations, interviewing, training. Female, age 30, Single. Resume on request. Reply Box 159.

PERSONNEL EXECUTIVE: 5½ years assistant personnel manager, prominent, medium-size company. Top level experience: employment, placement, training, development, wage-salary administration, benefits, research, communications, all phases modern personnel program. Early 30's. MA degree Industrial Relations. Sound imaginative personnel viewpoint. Salary desired, over \$7000. Reply Box 163.

PERSONNEL ASSISTANT: 33 years old. AB in Industrial Psychology and graduate work in Industrial Psychology and Industrial Engineering. Six years experience in all phases of personnel work, handling personnel relations, transfers, promotions, placement, personnel control, and personnel research. Have also experience in production management, motion and time studies, methods, and production control. Also have three years wartime experience with OSS as Labor Research Analyst. Presently employed with sizeable construction company. Boston resident but prefer to relocate in warmer climate areas. Reply Box 157.

PERSONNEL WORK: B.A. and M.S. in Industrial Psychology. Some experience as researcher in Industrial Relations for large Midwest University. Age 26, married. Interested in Counseling, Testing, Labor and Human Relations problems. Wish to be able to continue toward Ph.D. Reply Box 166.

HELP WANTED

INDUSTRIAL TRAINING SPECIALIST: Leading mid-western University has opening for man who can plan and conduct in-plant supervisory training programs. Minimum requirements include (1) three years of industrial training experience (2) bachelors degree (3) willingness to do some traveling. Age preference 30 to 45. Starting salary \$5500 to \$6000. plus traveling expenses. Advantages include month's vacation, retirement plan and many cultural, recreational and social facilities. Reply Box 162.

PERSONNEL ASSISTANT: Man under 36 for non-government organization with wide reputation for high standards. Location, Washington, D. C. College degree, practical experience, unquestionable character. Excellent opportunity now and in the future for one trained and willing to take more and more responsibility. Must be able to assist in all phases of personnel. Salary consistent with requirements and ability. This is a very real chance. Reply Box 161.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions, 20% off for three insertions or more.

PERSONNEL JOURNAL

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES

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Vol. 30

MAY 1951 APRIL 1952

EDWARD N. HAY
EDITOR

Published by
THE PERSONNEL JOURNAL, INC.
Swarthmore, Pennsylvania

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